

**STRATEGIC MANAGEMENT OF THE MABRUR TOUR AND
TRAVEL JEPARA BRANCH IN INCREASING THE NUMBER
OF UMRAH PILGRIMS**



THESIS

Submitted in Partial Fulfillment of the Requirements for Obtaining a Bachelor's
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Management of Hajj and Umrah Department (MHU)

By:

Anisa Ainisofa

1801056024

**FACULTY OF DA'WA AND COMMUNICATION
WALISONGO STATE ISLAMIC UNIVERSITY
SEMARANG**

2022

THESIS PROJECT STATEMENT

THESIS PROJECT STATEMENT

I am the student with the following identity:

Name : Anisa Ainisofa

Student Number : 1801056024

Department : Management of Hajj and Umrah

ceirtify that the thesis entitled :

STRATEGIC MANAGEMENT OF THE MABRUR TOUR AND TRAVEL JEPARA BRANCH IN INCREASING THE NUMBER OF UMRAH PILGRIMS

Certify that this thesis definitely my own work. I am completely responsible for the content of this thesis. Other writer's opinion or findings included in this thesis are quoted or cited in accordance with ethical standards.

Semarang, December 17th 2022

The Writer,




Anisa Ainisofa

1801056024

RATIFICATION

HALAMAN PENGESAHAN SKRIPSI
STRATEGIC MANAGEMENT OF THE MABRUR TOUR AND TRAVEL
JEPARA BRANCH IN INCREASING THE NUMBER OF UMRAH PILGRIMS

Disusun Oleh:
Anisa Ainisofa
1801056024

Telah di pertahankan di depan Dewan Penguji
Pada tanggal 23 Desember 2022 dan dinyatakan telah lulus memenuhi syarat
guna memperoleh gelar Sarjana Ekonomi (S.E)

Susunan Dewan Penguji


Ketua/Penguji I


Dr. Ali Murtadho, M.Pd.
NIP. 19690818 199503 1 001

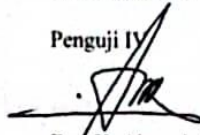
Penguji III


Dr. Saifuddin, M.Ag.
NIP. 19751203 200312 1 002

Sekretaris/Penguji II


Dr. H. Abdul Sattar, M. Ag.
NIP. 197308141 99803 1 001

Penguji IV


Dr. H. Ahmad Anas, M.Ag.
NIP. 19660513 199303 1 002

Disahkan Oleh
Dekan Fakultas Dakwah dan Komunikasi
Pada tanggal Januari 2023



Dr. H. Iwas Supena, M.Ag
NIP. 19720410 20012 1 003

ADVISOR NOTE



**KEMENTERIAN AGAMA REPUBLIK INDONESIA
UNIVERSITAS ISLAM NEGERI WALISONGO FAKULTAS
DAKWAH DAN KOMUNIKASI**

Jl. Prof. Dr. Hamka KM.2 (Kampus 3 UIN Walisongo) Ngaliyan Semarang 50185
Telepon/Faksimili. (024) 7506405 , Email: fakdakom.uinws@gmail.com
website: fakdakom.walisongo.ac.id

NOTA PEMBIMBING

Lamp. : 4 (Empat) Eksemplar
Hal : Persetujuan Naskah Skripsi

Kepada Yth.
Dekan Fakultas Dakwah dan Komunikasi
UIN Walisongo Semarang
di Semarang

Assalamu'alaikum Wr. Wb

Setelah membaca, mengadakan koreksi dan melakukan perbaikan
sebagaimana mestinya, maka kami menyatakan bahwa skripsi saudara :

Nama : Anisa Ainisofa
NIM : 1801056024
Fakultas : Fakultas Dakwah dan Komunikasi
Jurusan : Manajemen Haji dan Umrah
Judul : Strategic Management Of The Mabru Tour And Travel
Jepara Branch In Increasing The Number Of Umrah Pilgrims

Dengan ini kami setuju, dan mohon agar segera diujikan. Demikian,
atas perhatiannya kami ucapkan terima kasih.

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Semarang, 12 Desember 2022
Pembimbing,

DR. H. Abdul Sattar, M.Ag.
NIP. 19730814 199803 1 001

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Finally, the researcher realizes that this thesis is still far from being perfect. Therefore, the writer will be happy to accept constructive criticism in order to make it better. The writer hopes this thesis will be beneficial for everyone to learn and reference. Amin.

Semarang, December 17th 2022

The Writer,



Anisa Ainisofa

1801056024

DEDICATION

This thesis is dedicated to my beloved father and mother (Mr. Mustaghfirin and Mrs.Siti Arimah).

MOTTO

وَأَنَّ عَلَيْكُمْ لَحَافِظِينَ ۖ كَرِيمًا ۖ كَاتِبِينَ ۖ ۱۱ يَعْلَمُونَ مَا تَفْعَلُونَ ۚ ۱۲

“And indeed, [appointed] over you are keepers, Noble and recording; They know whatever you do”. Q.S. Al-Infithaar (30) :10-12

ABSTRACT

Anisa Ainisofa (1801056024), Strategic Management Of The Mabror Tour And Travel Jepara Branch In Increasing The Number Of Umrah Pilgrims.

This research is backgrounded by increasing the umrah pilgrims from year to year. The Mabror Tour and Travel Jepara branch is one of the umrah bureaus that has increased the number of umrah pilgrims, even though this bureau is a new umrah bureau. Strategic management can help the umrah bureau achieve its goals. This study aims to explain the strategic management process in increasing the number of pilgrims and the reasons for the increasing number of umrah pilgrims at the Mabror Tour and Travel Jepara branch. This type of research uses a qualitative descriptive method. While the data collection techniques are interviews, observation, and documentation. Data analysis techniques in this study are data reduction, data display, and conclusions.

The results of this study indicate that the strategic management process of the Mabror Tour and Travel Jepara branch uses the Wheelen and Hunger theory where the strategic management process includes environmental analysis, strategy formulation, strategy implementation, and evaluation and control. Researchers use a SWOT analysis approach to see the external environment and internal environment. The strengths are having good service, namely self-served, self-guided and self-guided, having a strategic location, and having a good program. The opportunities are having a large market share and extensive social network because the head of the Jepara branch of Mabror Tour and Travel is a *dai*, trader, and pilgrimage priest. The weaknesses are the lack of firmness from the company to collect debts from umrah pilgrims that have not been paid for so long and lack of human resources to help the company and don't take advantage of existing technology. And the threat is many umrah bureaus take advantage of existing technology. In making a strategy, the Mabror Tour and Travel Jepara branch makes missions and objectives so that existing programs can refer to the mission of the Mabror Tour and Travel Jepara branch. The missions are everyone feels umrah without exception, teachers who have long served are dispatched together with the educational foundation managed by the head of the Mabror Tour and Travel Jepara branch, connecting the friendship of alumni, and the last is departing the guest of Allah is the most effective preaching. The strategy used by the Mabror Tour and Travel Jepara branch uses an expansion strategy. In implementing the strategy, the Mabror Tour and Travel Jepara branch has programs namely umrah savings, sharia bailouts, financing at educational institutions, and umrah down payments gift. As for the budget, the Mabror Tour and Travel Jepara branch uses money per pilgrim for operational costs of 75% and company profits of 25%. The things that were evaluated by the head of Mabror Tour and Travel were adding administrative staff and tightening the sharia bailout program. Mabror Tour and Travel Jepara branch added one administrative staff to manage infrastructure and communication with the government regarding the administration of umrah pilgrims and also tightened sharia bailouts.

The reasons for the umrah pilgrims choosing the Mabror Tour and Travel Jepara branch are known to be two factors, external factors, and internal factors. External factors are strategic location factors, cultural factors where there are similarities in religious beliefs, good service factors due to being guided starting from registration requirements until the end, and recommendation factors from people around. In addition to external factors, there are also internal factors from the umrah pilgrims namely the comfort factor because they are self-guided by the head of the Mabror Tour and Travel Jepara branch and the trust factor because they are familiar with the head of the Mabror Tour and Travel Jepara branch so that the umrah pilgrim is more confident to join the umrah bureau.

Keywords: Strategic Management, Increasing the Pilgrims

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CHAPTER I

INTRODUCTION

A. Background of the Study

The enhancement of pilgrims in Indonesia from time to time drastically increased. Based on data from the Ministry of Religious Affairs Republic of Indonesia, the number of umrahs in Indonesia from 2014-2015 is 649.000. In 2015-2016, the number of umrah pilgrims increased to 677.509. The number of umrahs pilgrims still increased to 876.246 in 2016-2017. In 2017-2018, the number of umrahs pilgrims significantly increased to 1.005.336. From 2018-2019, the number of umrah pilgrims was little decreased to 974.650 pilgrims.¹ The increase of pilgrims caused by umrah is an alternative way when the public has the willingness to perform hajj but has a waiting period problem. Hajj does not only have the requirements of being muslim, sensible, mature or baligh, and independent but able to make a long journey.² In Indonesia, the hajj has a waiting period of between 9 – 46 years depending on the area of hajj registration.³ Whereas the departure time of umrah after the public register maximum of 6 (six) months.⁴ The short waiting period is a reason why umrah is very interested.

Many people which register for umrah make the umrah bureau increasingly in Indonesia. Based on the data from the Ministry of Religious Affairs Republic of Indonesia, in total there are 1633 Travel Organizers in Indonesia.⁵ This reason made the umrah bureau give the best offer to their pilgrims. A company or umrah bureau has great success in the long term if

¹ Kementerian Agama Republik Indonesia, Arab Saudi Hentikan Sementara Umrah Ini Sikap Indonesia, <https://kemenag.go.id/berita/read/512858/arab-saudi-hentikan-sementara-umrah--ini-sikap-indonesia> accessed on Friday, 10 July 2022 at 23.00 West Indonesian Time (zone).

² Abdul Rozaq, dkk, *Pendamping Peer Guiding Dalam Menumbuhkan Kemandirian dan Ketangguhan Jemaah Haji Batal Berangkat*, (Semarang: UIN Walisongo, 2021) p.48

³ Kementerian Agama Republik Indonesia, <https://haji.kemenag.go.id/v4/waiting-list> accessed on a Sunday, 09 January 2022 at 14.47 West Indonesian Time (zone).

⁴ PMA No.8 Tahun 2018 tentang pendaftaran dan pembatalan pasal 11.

⁵ Kementerian Agama Republik Indonesia, Pencarian PPIU, 2022, <https://simpu.kemenag.go.id/home/travel> accessed on Friday, 10 July 2022 at 23.03

has effective abilities to develop and has abilities to manage resources and has abilities to increase innovation until the company or the umrah bureau has a sustainable advantage.⁶ This ability to manage and ability to increase innovation is learned in the strategic management context.

Strategic management is important because includes what the organization or a company wants especially an umrah bureau. Strategic management can handle uncertainty with a systematic approach and align goals at any unit in an organization or company. Strategic management fixes the role of every organization member or employee. Practice the application of the culture and leadership and be long-term means of communication.⁷

In the application of strategic management, there are several umrah bureaus that have difficulty or failed in strategic management practice. One of the umrah bureaus that failed in strategic management practice was the First Travel bureau. Based on a confession from the president director on 24 August 2017 in Jakarta. First Travel justifies that they gave promotional prices which were not carefully calculated. All promotional and member bonuses are given by First Travel subsidized by corporate finance, moreover, corporate finance was not separated from self-finance with corporate finance.⁸ Promotions and bonuses are intended to attract the interest of umrah pilgrims significantly however it makes can be detrimental to the company.

Formulating a strategy, of course, must be able to answer the fundamental business questions; should the company concentrate on a single business or build diversification with broad business groups or move only in a specific market; is it to build a competitive advantage based on an inexpensive or unique product, how to respond the change of consumer

⁶ Sampurno, *Manajemen Strategik: Manciptakan Keunggulan Bersaing yang Berkelanjutan*, (Yogyakarta: Gajah Mada University Press, 2013), p.2.

⁷ AB Susanto, *Manajemen Strategik Komprehensif Untuk Mahasiswa dan Praktisi*, (Jakarta: Erlangga, 2005), p.2.

⁸ Taufiqur Rohman, 3 Pembelajaran dan Kegagalan First Travel dalam Mengelola Bisnis, <https://phinemo.com/3-pembelajaran-dari-kegagalan-first-travel-dalam-mengelola-bisnis-tour-travel/> accessed on Sunday, 12 June 2022 at 15.12

preferences, how wide geographically, what market areas will be covered and how will the company grow in the long-term?. The strategy must make the right choice and the best results for the company.⁹

Mabrur tour and travel is one of the umrah bureaus in Indonesia that has experienced an increase in umrah pilgrims. Mabrur tour and travel has branches in Jepara. Mabrur tour and travel Jepara branch is what will be researched by the researcher. Mabrur tour and travel Jepara branch was established in 2016 and has increased from year to year. In 2016, the total number of pilgrims who registered with the Mabrur Tour and Travel bureau was 316. In 2017, the total number of pilgrims who registered with the Mabrur Tour and Travel bureau was 422. In 2018, the total number of pilgrims who registered with the Mabrur Tour and Travel bureau was 536. In 2019, the total number of pilgrims who registered with the Mabrur Tour and Travel bureau was 617. In 2020 and 2021 there will be zero registration due to a government regulation regarding the ban on departure due to the pandemic. In 2022 to be exact in March, the government opened the departure of umrah pilgrims to the holy land for the first time after the pandemic began to end. In 2022, Mabrur Tour and Travel will dispatch 722 pilgrims. From these data, it shows that Mabrur Tour and Travel experienced a significant increase in the number of pilgrims.¹⁰ Thus, the researcher is interested in the strategic management process carried out by Mabrur Tour and Travel in increasing the number of umrah pilgrims within a period of 6 years.

Based on this reason, it brings the writer analyzes “*Strategic Management of the Mabrur Tour and Travel Jepara Branch in Increasing the Number of Umrah Pilgrims*”.

⁹ Sampurno, *Manajemen Strategik: Menciptakan Keunggulan Bersaing yang Berkelanjutan*, (Yogyakarta: Gadjah Mada University Press, 2013), p. 15-16.

¹⁰ Interview with the Head of Mabrur Tour and Travel Jepara branch on March 12, 2022, at 11.00 West Indonesia Time (zone).

B. Research Question

Based on the background above, the researcher has several questions to solve the problems. The questions of this research are:

1. How is the process of strategic management in increasing the number of umrah pilgrims at Mabror Tour and Travel Jepara branch?
2. What is the reasons for increasing the number of umrah pilgrims?

C. The Objective of the Study

The objectives of the problems of the research are:

1. To explain the process of strategic management in increasing the number of umrah pilgrims at Mabror Tour and Travel Jepara branch.
2. To explain the reasons for increasing the number of umrah pilgrims.

D. Significances of the Study

1. Theoretical benefit

Theoretically, this research is expected to enrich additional knowledge about strategic management to increase the number of umrah pilgrims.

2. Practical benefit

Practically, This research is expected useful and give benefits, namely :

- a. Expected to be used as an orientation of strategic management process in increasing the number of umrah bureau in Indonesia,
- b. Expected to add insight into strategic management for readers.

E. Literature Review

Related to this research, the writer chooses some literature about previous writers that are relevant to this research with the goal is to avoid plagiarism.

Research by Fajri Addailami Triraharja (2021) entitled *Strategi PT. Tur Silaturahmi Nabi Jakarta Barat dalam Mempertahankan Loyalitas Pelanggan pada Tahun 2018*. The thesis was written by a da'wah management student at the Syarif Hidayatullah State Islamic University of Jakarta. The thesis explains the strategy of Tur Silaturrahmi Nabi, Inc. West Jakarta to keep customer loyalty. As the result of this study, Tur Silaturahmi Nabi, Inc. applied Fred R. David's strategic steps theory are formulation, implementation, and evaluation. The strategies are to apply professional services and established good communication. Based on the writer's observation, the applied strategies were good to keep customer loyalty. The similarities of both thesis are the review of the study, the thesis can be used as an additional theoretical framework to add to the existing theory. The differences between this research are that the goal which focuses on increasing the number of umrah pilgrims. While Fajri Addailami Triraharja's thesis focuses on keeping customer loyalty strategy. Another difference in the theory chosen by Fajri is David's Theory while the researcher chooses Wheelen's theory.

Research by Yulianti (2017) entitled *Manajemen Strategi dalam Merekrut Jamaah Haji dan Umroh di Travel Phinisi Wisata Makassar*. The thesis was written by a da'wah management student at Alauddin State Islamic University of Makassar. The thesis explains the strategy of Travel Phinisi Wisata Makassar to recruit umrah and hajj pilgrims. As the result of this study, Travel Phinisi Wisata's strategy to recruit umrah and hajj pilgrims was aggressive strategy with the following festival, pamphlet, billboard, and visiting institutions, schools or organizations and recruiting umrah and hajj pilgrims has obstacles and opportunities. The obstacles were ungood work division, dollar exchange rate, and less understanding of umrah and hajj pilgrims about the implementation. While the opportunities were compared to cheap prices with another travel agency and certainty of departure and hotel for umrah pilgrims. The similarities of both thesis are the researcher explains the obstacles and opportunities of umrah bureau. So,

the thesis can be used to understand of obstacles and opportunities of the umrah bureau in strategic management. The differences between this research are that the writer focuses on increasing the number of umrah pilgrims based on data. While Yulianti's thesis focuses on recruiting candidates for umrah pilgrims.

Research by Elsa Efinda (2021) entitled *Strategi Pemasaran dalam Meningkatkan Jumlah Jamaah Umrah di PT Bahagia Wisata Tour and Travel Payakumbuh*. The thesis was written by a da'wah management student at Sultan Syarif Kasim State Islamic University of Riau. The thesis explains the marketing strategy of Bahagia Wisata Tour and Travel, Inc. Payakumbuh to increase the number of umrah pilgrims. As the result of this study, the marketing strategies were creating a product strategy (umrah package), pricing strategy, distribution strategy, promotion strategy, staff development strategy, physical evidence strategy, and service strategy processes. The similarities of both thesis are the researcher explains the increasing number of umrah pilgrims so the researcher will know how to increase the number of pilgrims from a marketing perspective. The differences between this research are that the researcher focuses on management. While Elsa Efinda's thesis focuses on marketing strategy.

Research by Lia Fadilah (2019) entitled *Strategi dan Manajemen Travel Haji dan Umroh (Studi Analisis Persaingan Travel Haji dan Umroh Kota Medan dalam Pelayanan dan Kualitas untuk Meningkatkan Jumlah Konsumen)*. The journal was written by a Master of Islamic Economics Student at the Islamic State University of North Sumatra. As the results of the study, the services provided by Hajj and Umrah travel Medan City are excellent. Strategy and management: 1). Strategy: a). Make a branch; b). Hold cooperation; c). Establish an office in a strategic place; d). Cooperating with community leaders; e). Carry out counseling; f). Place banners, in crowded places; g). Promo price; h). Maximizing service; i). Good residence; j). Avoid transit; k). Provide experienced, certified counselors; l). Completing all pilgrims' needs. 2). Management: a). Take care of official

permission; b). Regulate office service models; c). Cooperate with various media; d). Motivating staff and offices; e). Manage domestic and foreign permits; f). Evaluation; g). Always communicating. The similarities of both studies are the writer explains increasing the number of umrah pilgrims so it can be used as a reference. The differences between this study are that the writer focuses on process management strategies. While Lia Fadilas's study focuses on strategy and management by following Islamic Economics theory.

Research by Apriyansah (2021) entitled *Manajemen Strategi Sosialisasi Jamaah Umroh Studi AET Travel Indonesia PT Penjuru Wisata Negeri Area V Kota Bengkulu*. This thesis was prepared by the Da'wah Management Student of the Faculty of Ushuluddin Adab and Da'wah IAIN Bengkulu. This thesis explains the form of socialization strategy with umrah pilgrims. The result of this research is that the strategy used by AET Travel Indonesia Penjuru Wisata Negeri Area V Bengkulu City is an intensive strategy that includes product development and increased product sales. Meanwhile, the socialization process is carried out in collaboration with agencies such as the ta'lim council. The similarities of both studies are the writer explains the strategic management of umrah bureau. The difference between this study are that the writer focuses on strategic management in increasing the number of umrah pilgrims. While Apriyansah's study focuses on socialization strategic management.

F. Research Method

To produce good, planned, structured, and systematic research, the right method is needed. The researcher will describe several parts of the research method which include types and research approaches, sources and types of data, data collection techniques, and data analysis techniques.

1. Types and Research Approaches

The research method uses the qualitative research method. Qualitative research is research to explore and understand the meaning of some individuals or a group which is considered from social problems or humanity.¹¹ This type of research is a descriptive field study with the reason to know more directly to look for more information about the strategic management of Mabror Tour and Travel in increasing the number of umrah pilgrims.

The approach used in this research is to use a management approach. Using a management approach because they want to study more about strategic management. More specifically, the researcher uses a contemporary approach that focuses on the process and management of strategic management of Mabror Tour and Travels in increasing the number of pilgrims.

2. Source and Types of Data

According to Sugiyono, source of data is all information related to the purpose of research. The data we are looking for must be in accordance with the research objectives. The source of this research data is obtained from an approach based on the collection of related data, the source of the data obtained is secondary data and primary data.¹²

a. Source and Primary Data Type

According to Subagyo, primary data is data obtained or collected by a researcher directly from the research target.¹³ The primary data source in this study is the head of the Mabror Tour and Travel Jepara branch.

¹¹ Adhi Kusumastuti, Ahmad Mustamil Khoiron, *Metode Penelitian Kualitatif*, (Semarang: Lembaga Pendidikan Sukarno Pressindo, 2019), p.2

¹² Sugiyono, *Metode Penelitian Pendidikan (Pendekatan Kuantitatif, Kualitatif, dan R&D)*, (Bandung: Penerbit Alfabeta, 2016). p 193.

¹³ Subagyo, *Metodologi Penelitian* (Jakarta: Rineka Cipta, 2004), p. 87

b. Source and Secondary Data Type

According to Siyoto and Sodik, secondary data is data obtained or collected by a researcher from various sources existing (writer as secondhand). Secondary data meant books, reports, and others.¹⁴ Sources of secondary data are umrah pilgrims. Researchers used the snowball technique to determine the sample. According to Sugiyono, snowball is a technique of collecting samples where it starts with a small amount and then grows bigger.¹⁵ With this, the researcher took one an umrah pilgrim, then the researcher asked an umrah pilgrim to find the other informants.

3. The Technique of Data Collection

a. Observation

According to Raco, observation is a part of data collection. Observation means collecting data from the field directly. Observational data can be a description of attitude, behavior, action, and all human interactions. Observational data also can be organization interactions in an organization or member experiences in an organization.¹⁶ According to Johnson in Hasyim's journal everyone can make observations, from simple forms until the most complex observation levels.¹⁷ The observation technique needs to observe the spaciousness and visiting sources to find out strategic management in increasing number of umrah pilgrims at the Mabruh Tour and Travel Jepara branch.

¹⁴ Sandu Siyoto and Ali Sodik, *Dasar Metodologi Penelitian*, (Yogyakarta: Literasi Media Publishing, 2015), p. 67-68

¹⁵ Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif dan R&D* (Bandung: Alfabeta, 2015), p.85

¹⁶ J.R. Raco, *Metode Penelitian Kualitatif: Jenis, Karakteristik, dan Keunggulannya*, (Jakarta: PT Grasindo, 2010) p. 112

¹⁷ Hasyim Hasanah, *Teknik-Teknik Observasi (Sebuah Alternatif Metode Pengumpulan Data Kualitatif Ilmu-ilmu Sosial)*, Jurnal at Taqaddum, Vol. 8 No. 1, 2016, p. 23

b. Interview

According to Cholid and Achmadi, an interview is a process of question and answer in research that takes place to live directly with two people or more to get information and explanations.¹⁸ The interview comes directly to asking for information from the branch manager at Mabror Tour and Travel Jepara branch. Interviews in this study are expected to produce data in the form of strategic management of Mabror Tour and Travel in the form of processes and programs in increasing the number of pilgrims. The interview technique in this study used structured interviews. Singh in Hakim's journal said that formal interviewing or also called structured interviewing is a systematic procedure for obtaining information about respondents with conditions in which a set of questions are asked in a sequence that has been prepared by the interviewer and the answers are recorded in a standardized form.¹⁹

This interview technique uses a semistructured interview. According to Harahap's book, semi-structured interviews have been directed by a number of lists of questions, it is possible to raise new questions whose ideas arise spontaneously according to the context of the conversation they are doing.²⁰

c. Documentation

According to Arikunto, documentation comes from document facts which mean written goods, for example, books, magazines, value documents, regulations, meeting notes, diaries, and others.²¹ The data collected in this research are files related to

¹⁸ Narbuko Cholid, Abu Achmadi, *Metodologi Penelitian*, (Jakarta: Bumi Aksara, 2007), p. 83.

¹⁹ Lukman Nul Hakim, *Ulasan Metodologi Kualitatif: Wawancara Terhadap Elit*, (Ulasan Pengkajian, Pengolahan Data dan Informasi Sekretariat Jenderal DPR RI Vol. 4 No. 2 Desember 2013), p.168

²⁰ Nursapia Harahap, *Penelitian Kualitatif*, (Sumatera Utara: Wal ashri Publishing, 2020), p. 78

²¹ Suharsimi Arikunto, *Prosedur Penelitian: Suatu Pendekatan Praktik*, (Jakarta: Rineka Cipta, 2010), 274.

strategic management at the Mabror Tour and Travel Jepara branch in increasing the number of umrah pilgrims, for example, strategic management program documentation, and the other to support strategic management data in increasing the number of umrah pilgrims.

4. Data Validity

The validity of the data in this study was carried out using triangulation. The triangulation used is source triangulation and technique triangulation.

a. Source Triangulation

According to Sugiyono, source triangulation is used to test the credibility of the data that has been obtained through several sources.²² Researchers used the umrah pilgrims with interviews for additional information to check the truth of the statement by the manager of Mabror Tour and Travel Jepara branch in increasing the number of umrah pilgrims and reasons for being interested in joining the Mabror Tour and Travel Jepara branch.

b. Technique Triangulation

According to Sugiyono, triangulation techniques are used to test the credibility of the data by checking the data to the same source with different techniques.²³ The researcher used observation, interview, and documentation techniques.

5. The Technique of Data Analysis

According to Moeleng, the technique of data analysis is a process of organizing and sorting a part of data which consists of various sources are field notes, pictures, photos, documents, biographies, articles, and others, and then interpreting it.²⁴ This research uses a

²² Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif dan R&D* (Bandung: Alfabeta, 2015), p.274

²³ Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif dan R&D* (Bandung: Alfabeta, 2015), p.274

²⁴ Lexy J. Moeleng, *Metode Penelitian Kualitatif*, (Bandung: Remaja Rosdakarya, 2018), p.280-281.

descriptive analysis technique. Miles and Huberman in Harahap's book explain that there are three steps in analyzing data reduction, data display, and verification. Analyzing data can explain as follows²⁵:

a. Data Reduction

After primary and secondary data have been collected, it is done by sorting the data, making themes, categorizing, focusing the data according to their field, discarding, compiling the data in way, and making summaries in the unit of analysis, after that only examining the data again and grouping them according to the problem. researched. After being reduced, the data in accordance with the research objectives are described in the form of sentences so that a complete picture of the research problem is obtained.

b. Data Display

Data presentation is carried out by presenting data in the form of a narrative, where the researcher describes the data findings in the form of an outline sentence chart, the relationships between categories that are sequential and systematic.

c. Conclusion

Conclusions can answer the problem that has been formulated, namely strategic management in increasing the number of umrah pilgrims.

G. Systematics

The systematics aims to clarify the discussion of each chapter systematically so that there are no errors in the preparation. In order to make it easier to understand and plan the problems discussed in this study, the systematics of writing in this study are as follows:

²⁵ Nursapia Harahap, *Penelitian Kualitatif*, (Sumatera Utara: Wal ashri Publlishing, 2020), p. 88

The first part contains the title page, supervisor approval page, validation page, statement page, foreword, thesis presentation, motto, abstract, and table of contents.

Chapter I : Introduction

This chapter will discuss the background of the study, research question, study aims, significance of the study, literature review, research method, and writing systematics.

Chapter II : Theoretical Framework

This chapter describes strategic management theory and factors that influence of umrah pilgrims in choosing an umrah bureau. This chapter will discuss the definition of strategic management, the characteristics of strategic management, the benefit of strategic management, the process of strategic management, and factors that influence of umrah pilgrims in choosing an umrah bureau.

Chapter III : Strategic Management And The Reasons For Increasing The Number Of Umrah Pilgrims.

This chapter will discuss a profile of strategic management at Mabur Tour and Travel Jepara branch, and umrah pilgrim's reason for increasing the number of umrah pilgrims.

Chapter IV : Analysis Of Strategic Management Process And The Reasons For Increasing The Number Of Umrah Pilgrims

This chapter is a research core that will discuss process of strategic management in increasing the number of umrah pilgrims at Mabur Tour and Travel Jepara branch and the reasons for increasing the number of umrah pilgrims

Chapter V : Closing

This chapter will discuss conclusion of the result of this study, making a suggestion, and closing.

CHAPTER II

THEORETICAL FRAMEWORK

A. Strategic Management

1. Definition of Strategic Management

In the Indonesian Dictionary, management means the effective use of resources to achieve goals.²⁶ Meanwhile, strategy means good planning of activities to achieve specific goals.²⁷ In this case, management is a process that is applied by individuals or groups in coordination efforts to achieve coordination to achieve a goal.²⁸ Management science is a science that is also developing so that it has various branches and several special studies such as financial management, human resource management, production management, and transportation management, then a special study emerges, namely: strategic management. in terms of strategy, namely the process that determines the existence of planning for top managers that are directed at the company's long-term goals accompanied by the preparation of efforts to achieve the expected goals. While the specific understanding of strategy is an action that is continuously improving, which is carried out according to the point of view of what is desired and what consumers expect for the future.²⁹

Hasibuan argues that the purpose of the division of management functions are: *first*, the systematic order of discussion of an organizational activity is more organized, *second*, the analysis of the discussion is easier and more in-depth so that the directions are clear and more detailed, and *third*, it can become a guideline for management

²⁶ Kemendikbud, KBBI Daring, 2016, <https://kbbi.kemdikbud.go.id/entri/manajemen> accessed on Tuesday, 20 September 2022 at 07.00

²⁷ Kemendikbud, KBBI Daring, 2016, <https://kbbi.kemdikbud.go.id/entri/strategi> accessed on Tuesday, 20 September 2022 at 07.00

²⁸ Munir dan Wahyu Illahi, *Manajemen Dakwah*, (Jakarta: Kencana, 2006) p.9

²⁹ Taufiqurrahman, *Manajemen Strategi* (Jakarta: Fakultas Ilmu Sosial dan Ilmu Politik, 2016), p. 21

implementation for managers.³⁰ According to Wijaya and Rifa'i, management must be fully functional in the organization to achieve the goals effectively and efficiently. The management functions are planning, organizing, actuating, coordinating, and controlling.³¹ According to Harold Koontz and Cyrill O'Donnel in Istikomah's journal, the management functions are planning, organizing, staffing, directing, and controlling.³² In this study, the researcher uses the theory of George R. Terry in Dakhi's journal to explain the management functions, there are four main managerial functions, namely POAC (Planning, Organizing, Actuating, Controlling).³³

According to Supriyatnas in Akbar's journal et al, planning is a function that includes the process of setting goals, policies, products, services, tools, expenses, schedules, locations, personnel, organizational relationships.³⁴ Meanwhile Hasibuan in Saputra's journal said that planning is several decisions that serve as guidelines in achieving the goals.³⁵ Usman argues planning is a number of predetermined activities to be carried out in a certain period (future) to achieve the goals before.³⁶ So, planning is several decisions as guidelines to achieve the goals.

Nanang in Istikomah's journal said that planning is the process of determining the goals or objectives to be achieved and determining the paths and resources needed to achieve these goals as efficiently and

³⁰ Malayu. S.P. Hasibuan, *Manajemen: Dasar, Pengertian, dan Masalah* (Jakarta: Bumi Aksara, 2007), p. 4

³¹ Candra Wijaya and Muhammad Rifa'i, *Dasar-Dasar Manajemen: Mengoptimalkan Pengelolaan Organisasi Secara Efektif dan Efisien* (Medan: Perdana Publishing, 2016), p. 25

³² Istikomah, *Implementasi Fungsi Manajemen Pendidikan (Studi Kasus di MAN Insan Cendekia Jambi)*, Hikmah: Jurnal Pendidikan Islam, Vol. 7, No. 2, 2018, p. 207

³³ Yohannes Dakhi, *Implementasi POAC Terhadap Kegiatan Organisasi Dalam Mencapai Tujuan Tertentu*, Jurnal Warta, No. 50, 2016, p. 1

³⁴ Khairul Akbar, Hamdi, Lalu Kamaruddin, Fahrudin, *Manajemen POAC Pada Masa Pandemi Covid-19 (Studi Kasus BDR di SMP Negeri 2 Praya Barat Daya)*, Jurnal Kependidikan, Vol.7, No. 1, 2021, p. 170

³⁵ Farhan Saputra and Hapzi Ali, *Penerapan Manajemen POAC: Pemulihan Ekonomi Serta Ketahanan Nasional Pada Masa Pandemi Covid-19 (Literature Review Manajemen POAC)*, Jurnal Ilmu Manajemen Terapan, Vol. 3, No. 3, 2022, p. 318

³⁶ Husaini Usman, *Manajemen: Teori, Praktik, dan Riset Pendidikan* (Jakarta: Bumi Aksara, 2006), p. 48

effectively as possible. In every plan, there are always three activities that, although they can be distinguished, cannot be separated from one another in the planning process. The three activities are: *first*, formulation of goals to be achieved, *second*, selection of programs to achieve the goal, and *third*, identification and mobilization of sources whose number is always limited. For this reason, planning requires data and information so that the decisions taken are related to the problems faced in the future.³⁷ Meanwhile, Terry and Leslie in Salam's thesis said that planning is the first activity that must be carried out in administration. The plan is a series of decisions as a guideline for the implementation of activities in the future. A good plan should be directed to the goal-oriented. The plan includes determining objectives, reasons, procedures, targets, costs, scheduling, people involved, activities that have been completed, are being completed, and what possibilities can affect implementation and activities to make adjustments and changes to plans.³⁸

According to Siswanto, organizing is the division of work that is planned to be completed for members of the work unit, the establishment of effective inter-work relations between them, and the provision of a reasonable work environment and facilities so that they work efficiently.³⁹ Reeser in Wijaya's book said that as a managerial function, organizing is defined as grouping work activities intdepartmentsnt, assigning authority and coordinating the activities of the different departemens so that objectives are met and conflicts minimized.⁴⁰ Meanwhile, Henry Fayol in Batlajery's journal said that

³⁷ Istikomah, *Implementasi Fungsi Manajemen Pendidikan (Studi Kasus di MAN Insan Cendekia Jambi)*, Hikmah: Jurnal Pendidikan Islam, Vol. 7, No. 2, 2018, p. 214

³⁸ Muhammd Irzal Salam, *Analisis Penerapan Fungsi-Fungsi Manajemen Dalam Penyaluran Donasi Umat Pada Yayasan Posko Yatim Indonesia*, (Makassar: Universitas Muhammadiyah Makassar, 2019), p. 9-10

³⁹ B. Siswanto, *Pengantar Manajemen*, (Jakarta: Bumi Aksara, 2008), p.75

⁴⁰ Candra Wijaya and Muhammad Rifa'i, *Dasar-Dasar Manajemen: Mengoptimalkan Pengelolaan Organisasi Secara Efektif dan Efisien* (Medan: Perdana Publishing, 2016), p. 39

organizing is the process of giving orders, allocating resources and organizing activities in a coordinated manner to individuals and groups to implement plans.⁴¹ So, organizing is a process grouping and coordinating activities into department to implement plans.

In Salam's thesis, the steps in organizing are dividing and classifying actions in a certain unit, determining and formulating the tasks of each unit and placing the implementation to carry out these tasks, giving authority to each executor and placing relationships.⁴² Meanwhile, Hasibuan in Azhar's thesis said that the steps in organizing are determine objectives, activities, grouping activities, delegation of authority, span of control, details of individual roles, type of organization, and organizational structure.⁴³

According to Marno and Suptiyatno, actuating is an activity to direct other people to enjoy and be able to work in an effort to achieve goals.⁴⁴ Terry in Subekti's journal defines actuating as an action to make sure that all group members want to cooperate and work sincerely and passionately to achieve goals in accordance with planning and organizing efforts.⁴⁵ Meanwhile, Amin in Hamdi's journal, actuating is a management function that directly tries to realize the wishes of the organization, so that in its activities it is always related to methods and policies in managing and encouraging people to be willing to take the

⁴¹ Semuel Batlajery, *Penerapan Fungsi-Fungsi Manajemen Pada Aparatur Pemerintahan Kampung Tambat Kabupaten Merauke*, Jurnal Ilmu Ekonomi dan Sosial, Vol. 7, No.2, 2016, p. 140

⁴² Muhammd Irzal Salam, *Analisis Penerapan Fungsi-Fungsi Manajemen Dalam Penyaluran Donasi Umat Pada Yayasan Posko Yatim Indonesia*, (Makassar: Universitas Muhammadiyah Makassar, 2019), p. 11

⁴³ Fahri Azhar, *Implementasi Fungsi Pengorganisasian Dalam Meningkatkan Kualitas Kinerja Pada Lembaga Miftahul Ulum di Bandar Lampung* (Lampung: UIN Raden Intan, 2017), p. 43-44

⁴⁴ Marno and Triyo Supriyatno, *Manajemen Dan Kepemimpinan Pendidikan Islam* (Bandung: Refika Aditama, 2008), p. 21

⁴⁵ Imam Subekti, *Prinsip Actuating Islam dan Implementasi Dalam Manajemen Pendidikan*, Perada: Jurnal Studi Islam Kawasan Melayu, Vol. 4, No. 1, 2021, p. 57

actions desired by the organization.⁴⁶ So, actuating is an activity to direct and realize the wishes of organization.

According to Arumsari's journal, in general, the actuating process consists of three steps, namely measuring actual performance, comparing actual performance with standards, and take managerial action to correct deviations or inadequate standards.⁴⁷ In Firdayani's thesis, there are several process points that are the key to management activities or what are commonly called actuating steps, including motivating, directing, coordinating, communicating, developing and improving implementation.⁴⁸

According to Istikomah's journal, controlling is a process to find out whether there are deviations in the implementation of the plan so that improvement efforts are immediately carried out so as to ensure that the activities carried out in real terms are activities that are by what was planned.⁴⁹ According to Stoner and Wankel in Glendoh's journal, controlling means that managers try to ensure that the organization is moving in the direction or path of goals. When any part of the organization is going in the wrong direction, managers try to find out why and then steer it back on the right track.⁵⁰ Meanwhile, Liang Gie in Meriza's journal expresses that controlling is the whole activity of supervising, checking, matching, and controlling all activities so that they take place according to the established plan and the desired

⁴⁶ Hamdi, *Penerapan Fungsi Manajemen Pada Kantor Kelurahan Rantau Kiwa Kecamatan Tapin Utara Kabupaten Tapin*, JIEB: Jurnal Ekonomi Bisnis, Vol. 6, No. 2, 2020, p. 157

⁴⁷ Nurul Rizka Arumsari, *Penerapan Planning, Organizing, Actuating, dan Controlling di UPTD Dikpora Kecamatan Jepara*, Jurnal Ekonomi dan Bisnis Kontemporer, Vol. 3, No. 2, 2017, p. 4

⁴⁸ Riski Fidayani, *Actuating Program Kerja Muslimat NU Anak Cabang Kendal*, (Semarang: UIN Walisongo, 2019), p. 29-33

⁴⁹ Istikomah, *Implementasi Fungsi Manajemen Pendidikan (Studi Kasus di MAN Insan Cendekia Jambi)*, Hikmah: Jurnal Pendidikan Islam, Vol. 7, No. 2, 2018, p. 219

⁵⁰ Sentot Harman Glendoh, *Fungsi Pengawasan dalam Penyelenggaraan Manajemen Korporasi*, Jurnal Manajemen dan Kewirausahaan, Vol. 2, No. 1, 2000, p. 45

results.⁵¹ So, controlling is process to check activities according to the established plan and find out deviations and solutions.

According to Mockler in Istikomah's journal, the basic steps of the controlling process are setting standards, measuring work performance, determining whether work performance is in accordance with standards, and taking corrective action when deviations occur.⁵² This is supported by the statement from Sutomo and Prihatin, there are three steps of the controlling process, namely setting work results standards, measuring work performance and correcting deviations. As an organic function, controlling is one of the tasks that is absolutely carried out by everyone who holds a managerial position.⁵³

Referring to such understanding, Wheelen in Yunus's book said that strategic management is a series of managerial decisions and actions that lead to the formulation of effective strategies to achieve the company's goals with S.W.O.T analysis.⁵⁴ Hunger and Wheelen said that strategic management is a series of managerial decision and action that determines the company's performance in the long term.⁵⁵

Besides, Certo in Ritongas's book said that strategic management is the analysis, decisions, and actions taken by companies to create and maintain competitive advantage. The definition describes the two main elements of strategic management. The first element, strategic management in a company is related to the ongoing processes, namely analysis, decisions, and actions. strategic management is related to how management analyzes strategic objectives (vision, mission, goals) as well as internal and external conditions faced by the company.

⁵¹ Iin Meriza, *Pengawasan (Controlling) dalam Institusi Pendidikan*, At-Ta'dib: Jurnal Ilmiah Pendidikan Agama Islam, Vol. 10, No. 1, 2018, p. 38

⁵² Istikomah, *Implementasi Fungsi Manajemen Pendidikan (Studi Kasus di MAN Insan Cendekia Jambi)*, Hikmah: Jurnal Pendidikan Islam, Vol. 7, No. 2, 2018, p. 220

⁵³ Sutomo and Titi Prihatin, *Manajemen Sekolah*, (Semarang: Universitas Negeri Semarang Press, 2012) p.19

⁵⁴ Eddy Yunus, *Manajemen Strategis*, (Yogyakarta: Andi Offset, 2016), p. 5

⁵⁵ J. David Hunger and Thomas L. Wheelen, *Manajemen Strategis*, (Yogyakarta: Andi, 2003), p. 4

Next, the company must make strategic decisions. This decision must be able to answer two main questions, namely what industry the company is in and how the company must compete in that industry. Finally, action is taken to implement the decision. The actions that need to be taken will encourage managers to allocate resources and design organizations to turn plans into reality. The second element, strategic management is the study of why a company can outperform other companies. Managers need to determine how companies can create competitive advantages that are not only unique and valuable but also difficult to imitate or look for a substitute, so it lasts a long time. The competitive advantage that can last a long time is usually obtained by doing different activities from what competitors do, or doing the same activity differently.⁵⁶

Management strategy is basically different from management in general. Strategic management is specifically responding to dynamic environmental changes and or responding to demands for improving organizational performance.⁵⁷ Based on the definition above, it can be concluded that Strategic Management is a series of decisions and actions of an effective strategy to achieve a company's goals with external and internal analysis.

2. Characteristics of Strategic Management

Strategic management always responds to the dynamics of a change in the environment so it can affect the implementation of management itself and strives to realize the goals, the characteristics of strategic management⁵⁸, are:

- a. Strategic management is long term
- b. Strategic management is dynamic

⁵⁶ Zuriani Ritonga, *Buku Ajar Manajemen Strategi (Teori dan Aplikasi)*, (Yogyakarta: Deepublish, 2020) p. 4

⁵⁷ Efri Novianto, *Manajemen Stratgeis*, (Yogyakarta: Deepublish, 2019) p. 14

⁵⁸ Taufiqurrahman, *Manajemen Strategi* (Jakarta: Fakultas Ilmu Sosial dan Ilmu Politik, 2016), p. 22

- c. Strategic management is something that is integrated with operational management
- d. Strategic management needs to be driven by elements at the top-level managers
- e. Strategic management is future-oriented and approachable
- f. Strategic management always be encouraged and supported in its implementation by all available economic resources.

As for the characteristics of strategic management in the journal written by Sujadi, the characteristics of management⁵⁹, are:

- a. Strategic Management is realized in the form of large-scale planning in the sense of including all components within an organization which is outlined in the form of a strategic plan which is translated into operational planning, which is then translated to work programs.
- b. The Strategic Plan is oriented toward the future reach (25 – 30 years). While the Operational Plan is set for every year or every five years.
- c. Vision, mission, and the strategic selection that produces the main strategy and strategic objectives of the organization for the long term are referenced in formulating a strategic plan, but in the placement technique as top management decisions in writing all these references are contained in it.
- d. Strategic plan is translated into operational planning which means operational programs.
- e. The determination of strategic plan and operational planning there must be Top Management (Leadership) because they are very fundamental to doing the mission of the organization.

⁵⁹ Sujadi, *Konsep Manajemen Strategik sebagai Paradigma Baru di Lingkungan Organisasi Pendidikan*, Jurnal STIE Semarang Vol. 3 No. 3, 2011, p. 5-6

- f. Strategy implementation in programs to achieve their respective targets is carried out through management functions which include organizing, implementing, budgeting, and controlling.

From the characteristics of strategic management above, it can be concluded that strategic management is a combination of operational management by top managers which is long-term and dynamic which must be supported by existing resources that are future-oriented.

3. The Benefit of Strategic Management

The main benefit of strategic management has been to assist organizations in formulating better strategies by using a systematic, logical, and rational approach. There are two types of benefits in Yunus's book⁶⁰:

a. Financial Benefits

Organizations that use strategic management principles are likely to be more profitable and successful than other organizations that do not use strategic management. Businesses that use the strategic management concept will probably show significant improvements in sales, profitability, and productivity.

b. Non-Financial Benefits

Strategic management assists organizations in the interactions among managers across all divisions and functions. Businesses that use strategic management concepts also increase awareness of external threats, a better understanding of competitors, increase employee productivity, and better relationships in performance and achievement.

Besides that, Salusu expresses that there are several benefits of strategic management,⁶¹ including:

⁶⁰ Eddy Yunus, *Manajemen Strategis*, (Yogyakarta: Andi Offset, 2016) p. 9

⁶¹ Jonathan Salusu, *Pengambilan Keputusan Strategik untuk Organisasi Publik dan Organisasi Non Profit*, (Jakarta: Gramedia Widiasarana Indonesia, 2008) p. 945

a. Identify Opportunities

Identification of opportunities allows threats from the environment to be avoided to a minimum by using the strengths possessed by the company so that the company can improve its weaknesses and provide guidance to be able to anticipate early changes from the external environment.

b. Corps Spirit

The spirit of the corps can create synergy and enthusiasm to increase productivity.

c. Strategy Changes

Strategy changes when there is a change in the environmental organization, strategic management can adjust the direction of the organization's journey with the mission and goals to be achieved.

4. Process of Strategic Management

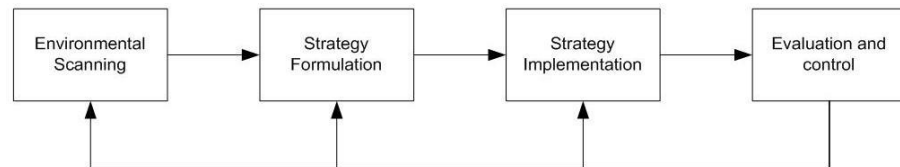
The theory from Siagian in general, the strategic management process consists of twelve stages in the organization,⁶² namely:

- a. Formulating the organization's mission
- b. Determination of the organization's profile
- c. Analysis and strategy choice
- d. Long-term goal setting
- e. Determination of master strategy
- f. Determination of operational strategy
- g. Short-term goal setting
- h. Policy formulation
- i. Institutionalization of strategy
- j. Creation of a surveillance system
- k. Creation of a scoring system
- l. Creation of a feedback system

⁶² Sondang P. Siagian, *Manajemen Strategik*, (Jakarta : PT. Bumi Aksara, 2011) p. 30-31

In this study, the researcher uses the theory of J. David Hunger and Thomas L. Wheelen, which consists of several basic elements of the strategic Management process, as follows:

The Basic Elements of Process Strategic Management



According to Wheelen Hunger, the strategy stages consist of four stages,⁶³ including:

a. Environmental Observation

Environmental observations can be divided into two parts, namely external and internal analysis.

1) External Analysis

The external environment consists of variables (opportunities and threats) that are outside the organization and are not specified in the short-term control of top management. The realization of the company's mission will be difficult if the company does not interact with its external environment. Therefore, the act of knowing and analyzing the external environment becomes very important because essentially the conditions of the external environment are beyond the control of the organization. The variables consisting of opportunities and threats, shape the conditions in the organization in which this organization lives.

The external environment has two parts: the work environment and the social environment. The work environment consists of elements or groups that directly influence or are affected by the main operations of the organization. The social

⁶³ J. David Hunger and Thomas L. Wheelen, *Manajemen Strategis*, (Yogyakarta: Andi, 2003), p.9 - 12

environment consists of general forces, these forces are not directly related to the short-term activities of the organization but can and often do influence long-term decisions.

2) Internal Analysis

The internal environment consists of variables (strengths and weaknesses) that exist within the organization. These variables include organizational structure, culture, and resources. The structure is how a company is organized with regard to communication, authority, and workflow. Culture is the pattern of beliefs, expectations, and values shared by members of an organization. Resources are assets that are raw materials for the production of goods and services of an organization. Resources are assets that are raw materials for the organization's producers of goods and services.

b. Strategy Formulation

According to Hunger and Wheelen, strategy formulation is the development of long-term plans for the implementation of effective management of environmental opportunities and threats in terms of the company's strengths and weaknesses. Formulating a strategy is determined by a clear mission so that the company knows where the company will go to achieve a goal, strategy and policy. Before determining the mission, managers need to determine strategic factors where to find a strategic fit between external opportunities and internal strengths and pay attention to external threats and internal weaknesses.⁶⁴

The following is an explanation of the SWOT Analysis⁶⁵:

- 1) Strengths are unique capabilities owned by an organization, company or institution to gain a competitive advantage.

⁶⁴ J. David Hunger and Thomas L. Wheelen, *Manajemen Strategis*, (Yogyakarta: Andi, 2003), p. 193

⁶⁵ Tanala Ainil Widad, *Strategi Bimbingan Manasik Haji dalam Meningkatkan Kualitas Calon Jemaah Haji di KBIHU NU Kota Semarang*, (Semarang: UIN Walisongo, 2022), p. 29

- 2) Weaknesses are lack of resources, expertise or other capabilities that may impede achievement.
- 3) Opportunities are the atmosphere that can be useful for the environment and can be experienced by agencies. If an opportunity cannot be exploited, then the opportunity will turn into an obstacle for an institution.
- 4) Threats are the most unfavorable situation in the environment faced by the institution/company/organization.

This approach aims to combine strategy formulation with environmental analysis. Strategy formulation includes determining the company's mission, determining achievable goals, developing strategies, and establishing policy guidelines. The strategy formulation can be divided into four namely mission, objectives, strategies and policies.⁶⁶

- 1) Mission

According to Budiyo, a mission is a task assigned to management by the owner to carry out certain activities to make the business successful in its operations. Mission shows the identity of the company and what the company does.⁶⁷

- 2) Goal

Goals are the final results of planning activities. Goals define what is to be accomplished, and should be measured if possible. The achievement of company goals is the result of completing the mission.

- 3) Strategy

A strategy company is a comprehensive planning formulation of how the company will achieve its mission and goals. The strategy will maximize comprehensive advantages

⁶⁶J. David Hunger and Thomas I. Wheelen, *Manajemen Strategis*, (Yogyakarta, Andi, 2003), p. 12

⁶⁷ Amirullah Haris Budiyo, *Pengantar Manajemen*, (Yogyakarta: Graha Ilmu, 2004), p.115

and minimize competitive limitations. A stated strategy or an explicit strategy is one with which some things are debatable, such as the development and acquisition of a new product line. However, further investigation revealed a very different implicit strategy. Often the only way to see a company's implicit strategy is not to pay attention to what managers say, but to pay attention to what they do. Implicit strategies can come from company policies, approved (and disapproved) programs, and approved budgets. Programs and divisions that are supported by large budgets and handled by managers are considered for a fast promotion path, showing where the company is putting its money and energy.

Basically, every company has a strategy in doing business. However, it is possible that the leader is not aware of it. In studying corporate strategy, it should be noted that the form of strategy will vary between industries, companies, and even between situations. However, there are a number of strategies that are widely known by the public and can be applied in various industrial sectors and companies. These strategies are grouped into generic strategies. According to Porter, a generic strategy is an approach to corporate strategy in order to outperform competitors in similar industries.⁶⁸

According to Wheelen and Hunger in Umar's book, the generic strategy is divided into three types, namely stability, expansion, and retrenchment. The stability strategy refers to not adding more products, markets, and other functions, because the company tries to increase efficiency in all areas in order to increase performance and profits. While the expansion strategy refers to the addition of products, markets, and other functions

⁶⁸ Husein Umar, *Strategic Management in Action*, (Jakarta: Gramedia Pustaka Utama, 2020), p. 32

so that the activities of other companies increase. Meanwhile, the retrenchment strategy reduces products, markets, and other functions.⁶⁹ Whereas in the concept of a generic strategy, according to David in Umar's book, there are four types of generic strategies, namely vertical integration strategy, intensive strategy, diversification strategy, and defensive strategy.⁷⁰

4) Policies

Policies provide broad guidelines for overall organizational decision-making. Policies are also broad guidelines that link strategy formulation and implementation. Company policies are broad guidelines for divisions to follow corporate strategy. These policies are interpreted and implemented through the strategies and objectives of each division.

c. Strategy implementation

Strategy implementation is the process by which management puts its strategy and policies into action through the development of programs, budgets, and procedures. The process may involve a change in the overall culture, structure, and/or management system of the organization as a whole. Except when it is urgently needed in the company, middle and lower-level managers will implement their strategies specifically with the consideration of top management. Sometimes referred to as operational planning, strategy implementation often involves day-to-day decisions in resource allocation.⁷¹

⁶⁹Husein Umar, *Strategic Management in Action*, (Jakarta: Gramedia Pustaka Utama, 2020), p. 33

⁷⁰Husein Umar, *Strategic Management in Action*, (Jakarta: Gramedia Pustaka Utama, 2020), p. 35

⁷¹J. David Hunger and Thomas L. Wheelen, *Manajemen Strategis*, (Yogyakarta, Andi, 2003), p. 17-18

1) Program

A program is a statement of the activities or steps required to complete a single-use plan. The program involves restructuring the company, changing the company's internal culture, or the start of a new design effort.

2) Budget

A budget is a program expressed in units of money, each program will be stated in detail in costs. Many companies ask for a fixed percentage of the rate of return on investment which can be called the hurdle rate before management approves a program. This is to ensure that the new program will significantly increase the company's profit performance which is of value to shareholders. The budget not only provides a detailed plan of the new strategy in action but also determines a performance report showing the expected impact of the company's financial condition.

3) Procedure

Procedure or what is often referred to as standard operating procedures. is a system of sequential steps or techniques that describe in detail how a task or job is accomplished. Procedures specifically detail the various activities that must be carried out to complete the company's programs.

d. Evaluation and Controlling

Evaluation and control is a process through which company activities and performance results are monitored and actual performance is compared with desired performance. Managers at all levels use the information on performance results to take corrective action and solve problems. Although evaluation and control are the main final elements of strategic management, they can also pinpoint weaknesses in previous strategic implementations and encourage the

overall process to be restarted. For evaluation and control to be effective, managers must obtain clear, precise, and unbiased feedback from their subordinates in the company hierarchy.⁷² Meanwhile, the evaluation stage according to Sattar et al is carried out continuously both formally, semi-formally, and informally, both at the end of the activation process and at each stage of the process carried out.⁷³

B. Factors that Influence Umrah Pilgrims In Choosing an Umrah Bureau

Based on the results of research by Mohammad Savier Azmy and Asnan Furinto, during the information search regarding the umrah bureau, consumers will collect information about several things. Then when evaluating the various alternatives that exist, consumers will evaluate all of these factors that can increase the perceived comfort and the perceived need for affiliation offered by each alternative.

The following factors influence umrah pilgrims in choosing an umrah bureau⁷⁴:

1. Brand Equity

Brand equity is more value of a product. Consumers of course choose a product that has more value compared to other products that don't have advantages.

2. Guide

A guide is currently a promotional tool for the special hajj and umrah bureau. A Guide who has good religious knowledge and da'wah skills is expected to be able to provide comfort in performing Umrah and Hajj, so that are consumer more interested

⁷²J. David Hunger and Thomas I. Wheelen, *Manajemen Strategis*, (Yogyakarta, Andi, 2003), p. 19-21

⁷³ Abdul Sattar, et.al, *Implementasi Desain Manasik Haji Alternatif*, (Semarang: Fatawa Publishing, 2021) p. 8

⁷⁴ Mohammad Savier Azmy and Asnan Furinto, *Analisa Faktor-Faktor yang Mempengaruhi Persepsi Konesumen dalam Pemilihan Biro Perjalanan Umroh dan Haji Khusus*, (Journal of Business Strategy and Execution Vol. 1 No. 1 November 2008), p.176-177

3. Reference

Reference from others, like experienced family or best friends usually the information more acceptable to consumers than the other information sources.

4. Quality Offering

Quality offering is a vital thing that must be noticed because consumers will be learning the quality of a product and comparing it with the price offered.

5. Confidence Benefit

Confidence benefit will be a factor for consumers in choosing a product because consumers will prefer products that are able to convince themselves.

6. Special Treatment Benefit

Special treatment benefit will affect the loyalty of consumers to products that provide it.

7. Social Benefit

Social benefit is the benefit obtained from friendship with each individual associated with a product used. A lot of communities founded by producers are an example of providing social benefits to consumers.

8. Religious Congruence

Religious congruence is important when there are various religious sects. At the umrah bureau, religious congruence is important, because consumers want the implementation of worship in accordance with their beliefs.

Meanwhile, Sunarto in Wicaksono's journal revealed that consumer purchases (umrah pilgrims) are strongly influenced by several factors⁷⁵ :

⁷⁵ Bintarto Wicaksono, et.al, *Faktor-Faktor Yang Mempengaruhi Keputusan Mahasiswa Memilih Program Studi Ilmu Komunikasi Untuk Menentukan Strategi Komunikasi Pemasaran Fikom Budi Luhur*, Avant Garde : Jurnal Ilmu Komunikasi, Vol. 07 No. 02, 2019, p. 249-252

1. Cultural Factor

Cultural factor is influenced by culture, sub-culture, and social class. Culture is the most basic determinant of desire and behavior. Culture is also a collection of basic values, perceptions, desires, and behaviors that are learned by a member of society from family and others.

2. Social Factor

Social factors, reference groups, family, social roles, and status influence buying decisions. Reference groups are all groups that have a direct or indirect influence on the person's attitude or behavior.

3. Personal Factor

Personal factors include age and stage in the buyer's life cycle, job and economic circumstances, personality and self-concept, and lifestyle and values.

4. Physiological Factor

A person's purchase choice is influenced by four main psychological factors, namely motivation, perception, learning, beliefs, and convictions.

Meanwhile, in Sari's journal, there are three indicators that influence consumer purchasing decisions (umrah pilgrims), namely product quality, price, and location. Sari's research results state that these three factors have an effect on purchasing decisions.⁷⁶

⁷⁶ Desy Permata Sari, *Faktor-Faktor Yang Mempengaruhi Keputusan Pembelian, Kualitas Produk, Harga Kompetitif, Lokasi (Literature Review Manajemen Pemasaran)*, Dinasti Review: Jurnal Ilmu Manajemen Terapan, Vol. 02 No.04, 2021, p. 534

CHAPTER III

STRATEGIC MANAGEMENT AND THE REASONS FOR INCREASING THE NUMBER OF UMRAH PILGRIMS

A. Profile of Strategic Management In Increasing The Number of Umrah Pilgrims

Strategic management is a series of managerial decisions and actions that determine the long-term performance of a company.⁷⁷ Strategic management is important because it can carry out all operational activities more efficiently and effectively. According to Taufiqurrahman for achieving all the goals or objectives desired by an organization or company, the application of strategic management is actually needed so that what is desired together can be achieved as well as possible. The right strategic and tactical steps are needed so that the processes or steps taken by the leadership can be carried out as effectively and efficiently as possible.⁷⁸ Companies become easy to adapt to the changes that occur. But more importantly, companies that use the concept of strategic management will be more profitable than companies that do not apply it.

One of the umrah bureaus that has increased the number of umrah pilgrims is the Mabror Tour and Travel Jepara branch. The Mabror Tour and Travel Bureau began operating on May 22, 2016. Located on Jepara-Kudus Street KM 22 (Ruko Abadi No.11), Mayong District, Jepara Regency. Mabror Tour and Travel has six employees. Two people in the office, two people for immigration, and two people for infrastructure and divagate. The pictures of the activity at the Mabror Tour and Travel Jepara branch are as follows:

⁷⁷ J. David Hunger and Thomas L. Wheelen, *Manajemen Strategis*, (Yogyakarta: Andi, 2003), p. 4

⁷⁸ Taufiqurrahman, *Manajemen Strategi* (Jakarta: Fakultas Ilmu Sosial dan Ilmu Politik, 2016), p. 40

Picture 1: One of the activities at the Mabror Tour and Travel Jepara branch



Strategic Management from Mabror Tour and Travel Jepara branch has four elements in the strategic management process, namely environmental analysis, strategy formulation, strategy implementation, and evaluation and control.

1. Environmental Analysis

a. External Environment Analysis

The external environment, Mabror Tour and Travel Jepara branch looks at the external environment to find opportunities and threats. Mr. Masri was the head of the Mabror Tour and Travel Jepara branch before he builds the umrah bureau, he finds opportunities in the market share. Specifically, he finds the increasing interest of the muslim in umrah. So, Mr. Masri wants to build the umrah bureau at a branch level. And finally, Mabror Tour and Travel Jepara branch was built which is located in the Mayong regency. This is in line with the statement of the head of the Mabror Tour and Travel Jepara branch, namely:

“Bisnis biro umrah itu bisnis yang paling menjanjikan mbak, tidak ada bisnis yang untungnya sebanyak ini. Ya ini karena masyarakat banyak yang minat. Saat ini saja, kita satu kali keberangkatan bisa dapet 80 juta loh mbak.”⁷⁹

⁷⁹ Interview with the Head of Mabror Tour and Travel Jepara branch on November 4, 2022, at 18.10 West Indonesia Time (zone).

This statement was also added to the statement by the head of the Mabror Tour and Travel Jepara branch that interest in umrah had skyrocketed when the pandemic ended. This statement was conveyed by the head of the Mabror Tour and Travel Jepara branch, namely:

“Setelah pandemi ini permintaan melonjak mbak, saya sampai kewalohen.”⁸⁰

The Mabror Tour and Travel Jepara branch is an umrah bureau that is still new but has already won the heart of the community. This is because the head Mabror Tour and Travel Jepara branch identified existing targets and made a difference. This identification aims to find the characteristics of the Jepara branch of the Mabror Tour and Travel bureau. The following are the agencies identified by Mabror Tour and Travel Jepara branch:

- 1) Arwaniyah Tour and Travel Kudus has a target market, namely *santri-santri* in Kudus
- 2) Buroq Internusa Kudus branch has a target market, namely the member of *Partai Persatuan Pembangunan (P3)*
- 3) Sutra Tour Hidayah Kudus branch has a target market, namely Islamic boarding school graduates in Kajar, Pati.

This is in accordance with the statement of the head of the Mabror Tour and Travel Jepara branch, namely:

“Metodologi yang dipakai kita itu dengan melihat beberapa biro ternama, Arwaniyah itu targetnya santri-santri Kudus mbak, Buroq juga targetnya P3, Sutra targetnya para alumni Kajar.”⁸¹

Besides that, from a social environmental perspective, the head of the Mabror Tour and Travel Jepara branch has a variety of different jobs and activities. So, the head of the Mabror Tour and

⁸⁰ Interview with the Head of Mabror Tour and Travel Jepara branch on November 4, 2022, at 18.12 West Indonesia Time (zone).

⁸¹ Interview with the Head of Mabror Tour and Travel Jepara branch on November 4, 2022, at 18.16 West Indonesia Time (zone).

Travel Jepara branch has access to communicate directly with his customers or target market based on his work and social environment. This was conveyed by the head of the Mabur Tour and Travel Jepara branch, namely:

“Jadi saya itu juga penceramah, pedagang, dan imam ziarah. Jadi sumbernya memang langsung dari kita gak lewat bahlio. Biasanya kan kalau pembimbing, ya pembimbing saja. Jarang yang juga penceramah. Kita komplet.”⁸²

In addition to environmental aspects, the Mabur Tour and Travel Jepara branch looks at technology that grows so fast. Other umrah bureaus use this opportunity to show their brand so that the opportunity to be recognized is easier. This was conveyed by the head of the Jepara branch of Mabur Tour and Travel, namely:

“Memang kita tidak aktif sosial media mbak karena tidak yang mengelola.”⁸³

Based on the results of interviews with informants, it can be concluded that the Mabur Tour and Travel Jepara branch in analyzing the external environment looks at several aspects. In terms of market share, there has been an increase in public interest in performing umrah from year to year. The Mabur Tour and Travel Jepara branch also identified the umrah bureaus so that they would not be similar to others. In addition, the head of Mabur Tour and Travel has many social environments because the head of Mabur Tour and Travel Jepara branch is a *da'i*, trader, and pilgrimage priest. In addition, the Mabur Tour and Travel Jepara branch in the technological aspect did not take advantage of acceleration to expand market share.

⁸² Interview with the Head of Mabur Tour and Travel Jepara branch on November 4, 2022, at 18.20 West Indonesia Time (zone).

⁸³ Interview with the Head of Mabur Tour and Travel Jepara branch on November 4, 2022, at 18.23 West Indonesia Time (zone).

b. Internal Environment Analysis

In the internal environment, Mabur Tour and Travel Jepara branch has internal strengths in good service, specifically being self-served, and self-guided. The strength makes Mabur Tour and Travel Jepara branch being different from other umrah bureaus. Most other umrah bureaus have their own ritual guides and the owner does not play a role in it. This certainly makes the Mabur Tour and Travel Jepara branch unique in the eyes of the umrah pilgrims which is finally becomes an internal strength. This statement was conveyed by the head of Mabur Tour and Travel Jepara branch, namely:

“Jadi kelebihan dari kita itu dilayani sendiri, dibimbing sendiri, dan dimanasaki sendiri. Alhamdulillah untuk Mabur dilayani dari mulai pendaftaran kita daftarkan dan dari mulai bikin paspor kita juga, suntik dan manasik ya kita semua. Sampai bombing di Mekkah kita sendiri dan tidak melibatkan semuanya. Yang lain itu cuma bantu.”⁸⁴

Besides that, in financial aspect, Mabur Tour and Travel Jepara branch has weaknesses in collecting bailouts for umrah pilgrims who are not paid. So that the Mabur Tour and Travel Jepara branch has found it difficult to develop the company. This is in accordance with the statement of the head of the Mabur Tour and Travel Jepara branch, namely:

“Kekurangan kita itu tidak tegas mbak dengan jamaah yang utang ke kita. Banyak yang belum dilunasin. Ya rugi sebenarnya mba. Sampai pernah dibantu sama Mabur pusat dan Alhamdulillah dibantu mbak.”⁸⁵

In addition, in the aspect of human resources, Mabur Tour and Travel Jepara branch has weaknesses in managing human resources as administrative staff. Increasingly growing, make

⁸⁴ Interview with the Head of Mabur Tour and Travel Jepara branch on November 4, 2022, at 18.25 West Indonesia Time (zone).

⁸⁵ Interview with the Head of Mabur Tour and Travel Jepara branch on November 4, 2022, at 18.30 West Indonesia Time (zone).

Mabrur Tour and Travel is overwhelmed in managing itself with the various activities. This is in accordance with the statement of the head of the Mabrur Tour and Travel Jepara branch, namely:

“Kekurangan kita yang lain itu kekurangan spesialis tenaga administrasi dan tenaga wira-wiri ke pemerintah kalau ada akta atau persyaratan jamaah yang kurang.”⁸⁶

2. Strategy Formulation

The formulation of a strategy to increase the number of pilgrims at the Mabrur Tour and Travel Jepara branch includes:

a. Mission

The mission is the purpose or reason why the organization or company lives. In the formulation of the strategy, Mabrur Tour and Travel has a mission, the mission is the Mabrur Tour and Travel Jepara branch hopes everyone can experience umrah without knowing their social status. the next mission is for the teachers who have served a long time to be able to go for umrah. The owner of the Mabrur Tour and Travel Jepara branch is one of the administrators of the Al Husna Islamic Boarding School Foundation. The purpose of dispatching teachers for umrah is a reward for high loyalty with Al Husna Islamic Boarding School Foundation.

The next mission is to become the most effective da'wah because it can directly deliver umrah pilgrims to go to Mecca. The next mission is to connect the friendship of the umrah pilgrims alumni. After performing a series of umrah, Mabrur Tour and Travel aim not to break ties of friendship with pilgrims who have joined the Mabrur Tour and Travel Jepara branch. The goal is for umrah pilgrims who have joined Mabrur Tour and Travel Jepara branch can join again next time.

⁸⁶ Interview with the Head of Mabrur Tour and Travel Jepara branch on November 4, 2022, at 18.34 West Indonesia Time (zone).

Not only that, but also hoped that umrah pilgrims who have become alumni can become testimonials to other well-known people so that the Mabror Tour and Travel Jepara branch becomes an umrah bureau that has high credibility. This was conveyed by the head of the Mabror Tour and Travel Jepara branch, namely:

“Yang pertama memang kita mengupayakan bagaimana agar masyarakat itu bisa merasakan umrah sehingga kita permudah persyaratan dan sebagainya, itu misi yang pertama. Misi yang kedua, spesialis kita punya misi di yayasan-yayasan, di lembaga-lembaga, guru-guru yang sudah lama mengabdikan, kita punya misi untuk bisa berangkat umrah bersama Mabror Tour. Alhamdulillah sudah beberapa yayasan yang kita berangkatkan seperti di Al-Husna, di beberapa lembaga yang kita memberangkatkan untuk guru-gurunya supaya bisa gratis dari Mabror mumpung saya bisa mengelola. Misi yang ketiga yaitu memang dakwah, dakwah yang paling langsung mengenai ya pas umrah. Seperti itu mba, yang keempat yaitu tersambungannya sillaturrahim alumni jamaah.”⁸⁷

So, Mabror Tour and Travel Jepara branch has a mission that does not only lead to money oriented but there is also a religious social too. This mission is believed to be the basis for realizing superior strategies and programs.

b. Strategy

After knowing the mission to be achieved, the Mabror Tour and Travel Jepara branch forms strategies that will be implemented in the form of programs. Mabror Tour and Travel Jepara branch has a strategy to expand the market. This is evidenced by the Mabror Tour and Travel Jepara branch which increased the number of local priest agent outlets so that Mabror Tour and Travel Jepara branch has 38 outlets scattered in Jepara Regency, Demak, Kudus, Pati to Purwodadi. This is in accordance with the statement of the head of Mabror Tour and Travel Jepara branch, namely:

⁸⁷ Interview with the Head of Mabror Tour and Travel Jepara branch on November 4, 2022, at 18.38 West Indonesia Time (zone).

“Kita juga melakukan ekspansi dengan memperbanyak outlet agen kyai-kyai setempat sehingga hari ini Mabror Jepara memiliki 38 outlet dari mulai kabupaten Jepara, Demak, Kudus, Pati dan Purwodadi.”⁸⁸

3. Strategy Implementation

Implementation is the process by which management puts its strategies and policies into action by developing programs, budgets, and procedures.

a. Programs

The programs in the Mabror Tour and Travel Jepara branch are expected to increase the number of umrah pilgrims. The Mabror Tour and Travel Jepara branch has several programs that have been implemented, including:

1) Umrah Savings

Umrah saving is a program in the Mabror Tour and Travel Jepara branch. The umrah savings has a target market, namely traders in the market and worshipers. But more specifically for traders in the market. This is because the head of the Mabror Tour and Travel Jepara branch has a kiosk for the business of plastics and hajj and umrah souvenirs. So coordination with traders is easy because in one traditional market area. In addition to traders, the head of the Mabror Tour and Travel Jepara branch is also a preacher and is usually invited to various events, especially the Religious Assembly in Mijen regency.

The umrah savings in the Mabror Tour and Travel Jepara branch has an interesting regulatory system, that is, if a umrah pilgrims has reached one million in savings, they will receive a passport. If the umrah pilgrims has reached a savings of two

⁸⁸ Interview with the Head of Mabror Tour and Travel Jepara branch on November 4, 2022, at 18.45 West Indonesia Time (zone).

million, then the umrah pilgrims gets a suitcase and uniform. This will certainly make umrah pilgrims interested in joining the Mabru Tour and Travel Jepara branch. This was conveyed by the head of the Mabru Tour and Travel Jepara branch, namely:

”Mabru memiliki tabungan umrah dengan sistem 1 juta sudah dapat paspor mba. Jadi gak usah nunggu lunas baru dapat paspor. Biar jamaah semakin semangat menabungnya. Nabung berikutnya 2 juta sudah dapat koper dan seragam mba. Untuk targetnya, kita fokuskan ke pasar dan jamaah pengajian. Kebetulan saya juga pedagang dan juga pendakwah jadi memang langsung saya tawarkan.”⁸⁹

2) Sharia Bailout

Sharia bailout is a program that supports umrah pilgrims who want to quickly perform umrah but are constrained by funds. The sharia bailout is bailed out with a period of one year without interest. However, in its implementation, many umrah pilgrims are in arrears of payments for a period of more than one year. Of course, the Mabru Tour and Travel Jepara branch does not bother with the problem of arrears because there is a feeling of pity for umrah pilgrims who are traders. This was conveyed by the head of the Mabru Tour and Travel Jepara branch, namely:

”Jadi di Mabru ada yang namanya talangan syar’i. Bagi jamaah yang kurang dananya untuk melunasi umrah kita bantu mbak. Jadi memang saking akrabnya banyak yang ngutang dengan Mabru. Awalnya memang kita talangi masa 1 tahun tanpa bunga. Tapi ya memang susah untuk ditagih setelah pulang umrah. Di PT lain kan tegas mba, tanggal sekalian harus melunasi. Kita gak bisa seperti itu, karena kita merasakan bagaimana dia masih berjualan dan sebagainya.”⁹⁰

⁸⁹ Interview with the Head of Mabru Tour and Travel Jepara branch on November 4, 2022, at 18.50 West Indonesia Time (zone).

⁹⁰ Interview with the Head of Mabru Tour and Travel Jepara branch on November 4, 2022, at 18.55 West Indonesia Time (zone).

3) Umrah Down Payment Gift

The Mabrur Tour and Travel Jepara branch also held an umrah down payment gift for lucky umrah pilgrims. The target of this program is a local pilgrimage. Apart from running the umrah business, the head of Mabrur Tour and Travel the Jepara branch also has the Indonesian religious tourism business. So pilgrims who get an umrah down payment gift indirectly also join the Mabrur Tour and Travel Jepara branch with umrah savings. This was stated by the head of the Mabrur Tour and Travel Jepara branch, namely:

“Karena kita juga melayani ziarah ketika pas tidak ada jadwal umrah, kita kasih doorprize DP umrah mbak bagi yang bisa jawab kuis dari kita atau permainan di dalam bis.”⁹¹

4) Financing in Educational Institutions

The Mabrur Tour and Travel Jepara branch also collaborates with educational institutions in Jepara to dispatch priest or teachers free of charge. Not only teachers, but Mabrur Tour and Travel Jepara branch also invites the students' guardians to performing umrah with priest and teachers. This was stated by the head of Mabrur Tour and Travel Jepara branch, namely:

“Kita juga bekerjasama dengan lembaga-lembaga pendidikan mbak salah satunya lembaga pendidikan Al-Husna. Kebetulan juga saya termasuk pengurusnya. Kita berangkatkan guru/kyai gratis dan kita ajak wali murid/ wali santri ikut bersama.”⁹²

⁹¹ Interview with the Head of Mabrur Tour and Travel Jepara branch on November 4, 2022, at 18.58 West Indonesia Time (zone).

⁹² Interview with the Head of Mabrur Tour and Travel Jepara branch on November 4, 2022, at 19.00 West Indonesia Time (zone).

5) Umrah Pilgrims Alumni Agent

The Mabror Tour and Travel Jepara branch also has to give privileges to umrah pilgrims alumni. The privilege that will get by the alumni is to become an agent or marketing team in their areas. The regulatory system is that if the umrah pilgrim alumni get one umrah pilgrim, the umrah pilgrim alumni will get a prize of one million rupiahs. Meanwhile, if the pilgrim alumni get 20 pilgrims, they will get one free umrah ticket. This is in line with the statement of the head of the Mabror Tour and Travel Jepara branch, namely:

“Setiap alumni jamaah tour maka dianjurkan untuk menjadi agen ataupun marketing. Setiap satu jamaah akan kita kasih hadiah 1 juta. Bila mendapat 20 jamaah dapat 1 tiket gratis. Tetapi banyak juga jamaah murni merekomendasikan Mabror tanpa imbalan mbak. Nah kita kelebihannya disitu. Saat ini sumber jamaah yang paling banyak ya dari alumni jamaah.”⁹³

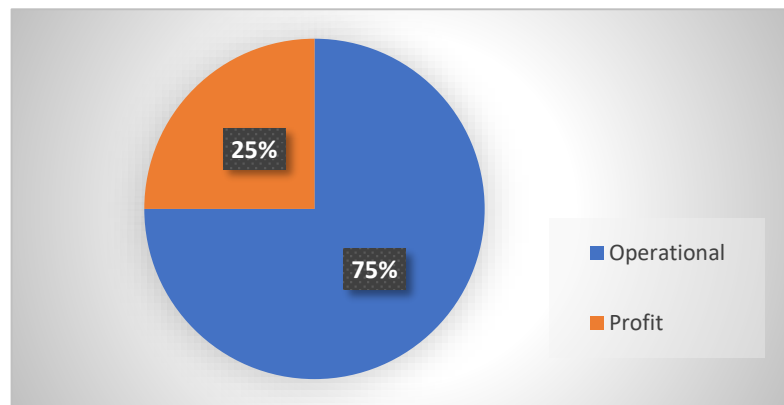
b. Budgets

The budget is a program that is stated in the form of units of money, each program will be stated in detail in costs, which can be used by management to plan and control. Many umrah bureaus are mired in managing the budget. Many umrah bureaus use a large portion of their budget to be used on a large scale in advertising. The First Travel bureau is an example where the umrah bureau can not manage the promotion budget. The First Travel uses the endorsements of famous artists to promote the brand and the artist gets free. First Travel also uses the cash to cover budget shortfalls for promotions and other business. So, the First Travel could not return the pilgrim's money and piled up.

⁹³ Interview with the Head of Mabror Tour and Travel Jepara branch on November 4, 2022, at 19.10 West Indonesia Time (zone).

The Mabror Tour and Travel Jepara branch divides the budget into a per umrah pilgrim system. If one pilgrim pays 100% then 75% is for operations and promotions or fees looking for pilgrims, while 25% is for company profits. There are not many forms of promotion carried out by Mabror Tour and Travel because they rely on picking up balls directly for umrah pilgrims. So, the costs incurred are also small. The budget for guides is also small because they are guided by the head of the Mabror Tour and Travel Jepara branch. Regarding the budget for ritual places, umrah bureaus usually hire islamic centers for rituals, but the Mabror Tour and Travel Jepara branch just relies on the place in front of the office. The budget diagram of the Mabror Tour and Travel Jepara branch is as follows.

Diagram 1: Percentage of the Mabror Tour and Travel Jepara branch Budget per Umrah Pilgrims



This is in accordance with the statement of the head of the Mabror Tour and Travel Jepara branch, namely:

“Jadi satu contoh kita ambil untung per kepala keuntungan kita 1.500.000, kita ambil cuma 500.000 per jamaah untung kita dan 1.000.000 untuk fee yang cari dan operasional jamaah.”⁹⁴

⁹⁴ Interview with the Head of Mabror Tour and Travel Jepara branch on November 4, 2022, at 19.15 West Indonesia Time (zone).

So, it can be concluded that the Mabur Tour and Travel Jepara branch in implementing its budget uses umrah pilgrims money for operational and promotional costs of 75% and company profits of 25%.

4. Evaluation and Control

Mabur Tour and Travel evaluates the weaknesses in the Mabur Tour and Travel Jepara branch. This aims to minimize the mistakes of the Mabur Tour and Travel Jepara branch. The things that were evaluated by the head of Mabur Tour and Travel were adding administrative staff and tightening the sharia bailout program. The Mabur Tour and Travel Jepara branch added one administrative staff to manage infrastructure and communication with the government about the completeness of pilgrim's requirement. The Mabur Tour and Travel Jepara branch also tightened sharia bailouts. This is in accordance with the statement of the head of the Mabur Tour and Travel Jepara branch, namely:

“Jadi kita sudah evaluasi sehingga kita nambah karyawan di bagian administrasi sarana prasarana dan komunikasi pemerintah karena jama'ah gak punya surat nikah terus akta, terus di keuangan yang tadinya kita kurang sekarang kita agak perketat di talangannya, yang tadinya kita pengennya yang penting jama'ah kita berangkat ini kita perketat di talangannya.”⁹⁵

B. The Reasons For Increasing The Number of Umrah Pilgrims

The enthusiasm of the Indonesian people to carry out the umrah pilgrimage has increased from year to year. The increase in the number of umrah pilgrims was also felt by the Mabur Tour and Travel Jepara branch. The increase in the Mabur Tour and Travel Jepara branch is not without reason. There are several factors that support the Mabur Tour and Travel Jepara branch in experiencing an increase in the number of pilgrims besides good strategic management. The following is the data for the Mabur Tour

⁹⁵ Interview with the Head of Mabur Tour and Travel Jepara branch on November 4, 2022, at 19.20 West Indonesia Time (zone).

and Travel Umrah pilgrims from the Jepara branch who depart from year to year.

Table 1: Data on the Increase in the Number of Umrah Pilgrims at Mabur Tour and Travel Jepara Branch

No	Departure Year	Total
1.	2016	316 umrah pilgrims
2.	2017	422 umrah pilgrims
3.	2018	536 umrah pilgrims
4.	2019	617 umrah pilgrims
5.	2020/2021	0
6.	2022	722 umrah pilgrims

The head of the Mabur Tour and Travel Jepara branch said that most of the pilgrims he got came from the umrah alumni. The second most were from local pilgrimage participants whom Mr. Masri accompanied. The third most common is in the Religious Assembly in Mijen regency and the last one is traders in the traditional market. This is in accordance with the statement of the head of the Mabur Tour and Travel Jepara branch, namely:

“Sumber jamaah kita yang paling banyak nomer satu itu dari alumni jamaah mbak, yang kedua dari ziarah lokal karena saya juga imam ziarah, yang ketiga dari majlis pengajian terutama, karena kita juga sering diundang disana, dan terakhir pedagang pasar mbak.”⁹⁶

Based on the results of interviews with the snowball technique, namely by asking for recommendations from the umrah pilgrims. The following is the data from umrah pilgrims in choosing the Mabur Tour and Travel Jepara branch, namely:

⁹⁶ Interview with the Head of Mabur Tour and Travel Jepara branch on November 4, 2022, at 19.30 West Indonesia Time (zone).

Table 2: Data of Umrah Maburr Tour and Travel Pilgrims who have Conducted Interviews

No	Name	Age	Job
1.	Kusnadi	69 years	Trader
2.	Sulikah	66 years	Housewife
3.	Suyanto	65 years	Trader
4.	Sri	64 years	Trader
5.	Sumarni	59 years	Trader
6.	Ahmad Muadz	25 years	Trader
7.	Kiswanti	53 years	Trader

The following are the results of interviews with the umrah pilgrims regarding the reasons for choosing the Maburr Tour and Travel Jepara branch:

1. Mr. Kusnadi

Mr. Kusnadi is an umrah pilgrim for the Maburr Tour and Travel Jepara branch who will depart in 2022. Mr. Kusnadi revealed that the reason for choosing the Maburr Tour and Travel Jepara branch was that it was close to home. Apart from being close to home, another reason that is no less important is the reason for religious sects. This is in accordance with Pak Kusnadi's statement, namely:

“Selain alasan dekat ya, pak kyai Masri ini orang Demak mba, saya yakin pak Masri nganutnya Ahlussunah Wal jamaah. Biasanya orang Demak NU.”⁹⁷

Mr. Kusnadi revealed that there was no deficiency in the Maburr Tour and Travel Jepara branch, because he enjoyed what was in the Maburr Tour and Travel Jepara branch. This is in line with Mr. Kusnadi's statement, namely:

“Tidak ada kekurangan sih mbak, enak pokoknya kalau sama pak kyai Masri.”⁹⁸

⁹⁷ Interview with Mr. Kusnadi as an umrah pilgrim on November 05, 2022, at 16.10 West Indonesia Time (zone).

⁹⁸ Interview with Mr. Kusnadi as an umrah pilgrim on November 05, 2022, at 16.15 West Indonesia Time (zone).

2. Mrs.Sulikah

Mrs. Sulikah is an umrah pilgrim for the Mabrur Tour and Travel branch of Jepara who will depart in 2022. Mrs. Sulikah revealed that the reason for Mrs. Sulikah to choose the Mabrur Tour and Travel Jepara branch was that she was comfortable being self-guided and self-served by the head of Mabrur Tour and Travel Jepara branch from beginning to end. Mrs. Sulikah also added that she wanted to go to umrah with the Mabrur Tour and Travel Jepara branch if there was more sustenance. This is in accordance with the statement of Mrs. Sulikah, namely:

“Saya senang mbak dibimbing sendiri, dilayani sendiri sama pak kyai Masri. Enaklah pokoknya mbak. Kalau saya ada rezki loh pengen kesana lagi.”⁹⁹

Mrs. Sulikah also added that she did not feel shortage of Mabrur and Travel from the Jepara branch. This is in accordance with the statement of Mrs. Sulikah, namely:

“Wes pokoe enak mbak tidak ada kekurangan, makanannya juga enak loh mbak.”¹⁰⁰

3. Mrs. Sri

Mrs. Sri is an umrah pilgrim for the Mabrur Tour and Travel branch of Jepara who will depart in 2022. The reason for Mrs. Sri choosing the Mabrur Tour and Travel Jepara branch was because Mrs. Sri knew the wife of the head of the Mabrur Tour and Travel Jepara branch. This is in accordance with the statement of Mrs. Sri, namely:

“Saya memilih Mabrur karena saya kenal dengan istrinya pak kyai Masri mba, bu Ida.”¹⁰¹

Mrs. Sri also added that the Mabrur Tour and Travel Jepara branch's service was good. Mrs. Sri express that starting from before

⁹⁹ Interview with Mrs. Sulikah as an umrah pilgrim on November 05, 2022, at 16.21 West Indonesia Time (zone).

¹⁰⁰ Interview with Mrs. Sulikah as an umrah pilgrim on November 05, 2022, at 16.23 West Indonesia Time (zone).

¹⁰¹ Interview with Mrs. Sri as an umrah pilgrim on November 05, 2022, at 16.50 West Indonesia Time (zone).

departure, a Whatsapp group was created for the departing umrah pilgrims and representatives of one family so that the family at home knows the conditions and activities of the departing umrah family. This is in accordance with the statement of Mrs. Sri, namely:

“Saya itu salut mbak sama pelayanannya, jadi sebelum kita berangkat kita dibuatkan grup WA mbak, itu isinya ya orang-orang yang berangkat dan salah satu keluarga dari kita. Jadi keluarga juga bisa mantau mbak.”¹⁰²

Mrs. Sri also added that she recommended several neighbors to join the Jepara branch of Mabur Tour and Travel. This is in accordance with the statement of Mrs. Sri, namely:

“Ya paling merekomendasikan ke tetangga sih mbak kalau mereka kesini. Tapi memang bagus sih mbak.”¹⁰³

4. Mr. Suyanto

Mr. Suyanto is a member of the Umrah Mabur Tour and Travel Jepara branch who will depart in 2022. Mr. Suyanto express that he was interested in the Mabur Tour and Travel Jepara branch because of the suggestion from Mr. Suyanto's friends. Mr. Suyanto's friends said that the Mabur Tour and Travel Jepara branch has good service. This is in accordance with the statement of Mr. Suyanto, namely:

“Alasan saya milih Mabur, salah satunya ya dari teman-teman saya mba, katanya kok service-nya bagus.”¹⁰⁴

Mr. Suyanto express that the second reason for choosing the Mabur Tour and Travel Jepara branch was to be accompanied from home to Mecca by the head of the Mabur Tour and Travel Jepara branch. This is in accordance with Mr. Suyanto's statement, namely:

¹⁰² Interview with Mrs. Sri as an umrah pilgrim on November 05, 2022, at 16.55 West Indonesia Time (zone).

¹⁰³ Interview with Mrs. Sri as an umrah pilgrim on November 05, 2022, at 16.59 West Indonesia Time (zone).

¹⁰⁴ Interview with Mr. Suyanto as an umrah pilgrim on November 05, 2022, at 17.14 West Indonesia Time (zone).

“Alasannya karena didampingi mbak, didampingi dari rumah sampai ke sana. Pokoe saya tinggal duduk manis, nyerahin persyaratan, sampai disana juga ketemu pak kyai Masri lagi.”¹⁰⁵

Mr. Suyanto added about the weakness of the Mabur Tour and Travel Jepara branch, namely the time to gather masses because Mr. Suyanto is not a patient person. This is in accordance with the umrah pilgrim statement, namely:

“kekurangannya ya pas ngumpulnya itu loh mbak, lama bisa satu jam. Karena saya orangnya itu harus tepat waktu mbak. Tapi gapaap sih mbak, saya memaklumi memang orang banyak ya seperti itu.”¹⁰⁶

5. Mrs. Sumarni

Mrs. Sumarni is an umrah pilgrim who will depart in 2022. Mrs. Sumarni express that the reason she chose the Jepara branch of the Mabur Tour and Travel was that Mrs. Sumarni already knew the head of Mabur Tour and Travel. The umrah pilgrim said that formerly the head of the Mabur Tour and Travel Jepara branch was a plastic trader whom the umrah pilgrim always bought. Mrs. Sumarni also express that the skill of guiding the head of the Jepara branch of Mabur Tour and Travel was beyond doubt. These statements are:

“Saya kenal pak kyai Masri itu dulu mbak sebelum beliau punya biro. Pak kyai Masri itu pedagang plastik di pasar. Saya kulakannya ya di pak kyai Masri. Suara pak kyai Masri juga mantep mbak kalo bimbing.”¹⁰⁷

Mrs. Sumarni added that she felt happy when she performed umrah with the Mabur Tour and Travel Jepara branch. This is because when in the holy land we were invited to take a walk with the Jepara

¹⁰⁵ Interview with Mr. Suyanto as an umrah pilgrim on November 05, 2022, at 17.16 West Indonesia Time (zone).

¹⁰⁶ Interview with Mr. Suyanto as an umrah pilgrim on November 05, 2022, at 17.20 West Indonesia Time (zone).

¹⁰⁷ Interview with Mrs. Sumarni as an umrah pilgrim on November 07, 2022, at 09.00 West Indonesia Time (zone).

branch of the Mabror Tour and Travel to a tourist spot in Mecca. This is in accordance with the umrah pilgrim statement, namely:

*“Saya itu enak mbak diajak jalan-jalan disana, disana saya diajak ke wisata kalau di Semarang itu kaya di Bandungan lah adem. Walaupun saya sampai rumah sakit tapi senang sekali mbak.”*¹⁰⁸

Mrs. Sumarni also added that the Jepara branch of Mabror Tour and Travel was very unique because at night the umrah pilgrim was invited to complete the qur'an by dividing it per section in qur'an for each pilgrim. This is in accordance with the congregation's statement, namely:

*“Bironya pak kyai Masri itu unik mbak, tiap malam ada khataman qur'an. Jadi kita disana memang ibadah terus.”*¹⁰⁹

6. Mr. Ahmad Muadz

Mr. Ahmad Muadz is an umrah pilgrim who will depart in 2022. Mr. Ahmad Muadz stated that the reason for choosing the Jepara branch of Mabror Tour and Travel was to be guided from start to finish. This is in accordance with the umrah pilgrim statement, namely:

*“Alasannya dibimbing dari awal sampai akhir mbak. Biasanya kan tour leader cuma mengantarkan saja. Kalau ini sampai dibimbing sampai disana juga.”*¹¹⁰

Mr. Ahmad Muadz also added that the weakness of the Jepara branch of Mabror Tour and Travel is management that is not good at gathering crowds from hotels. This is in accordance with the umrah pilgrim statement, namely:

*“Kekurangannya itu pas ngumpul mbak dari kamar hotel, itu lama banget harus nunggu yang lain. Misal jam delapan molornya sampe jam sembilan. Maklum ya mbak namanya juga Indonesia.”*¹¹¹

¹⁰⁸ Interview with Mrs. Sumarni as an umrah pilgrim on November 07, 2022, at 09.10 West Indonesia Time (zone).

¹⁰⁹ Interview with Mrs. Sumarni as an umrah pilgrim on November 07, 2022, at 09.15 West Indonesia Time (zone).

¹¹⁰ Interview with Mr. Ahmad Muadz as an umrah pilgrim on November 07, 2022, at 10.10 West Indonesia Time (zone).

¹¹¹ Interview with Mr. Ahmad Muadz as an umrah pilgrim on November 07, 2022, at 10.14 West Indonesia Time (zone).

7. Mrs. Kiswanti

Mrs. Kiswanti is an umrah pilgrim for the Mabror Tour and Travel branch of Jepara who will depart in 2022. Mrs. Kiswanti stated that the reason for choosing Mabror Tour and Travel was that it was close to home. This is in accordance with the statement of the umrah pilgrim, namely:

“Alasannya ya karena dekat to mbak, jadi lebih simple.”¹¹²

Ms. Kiswanti also stated that she was not satisfied with the services provided at Mabror Tour and Travel because she was not guided by the head of the Jepara branch of Mabror Tour and Travel herself.

“Saya sudah dua kali ke Mabror mbak, tapi ini saya kurang puas ya mbak. Soalnya tidak dibimbing sendiri sama pak Masri. Karena memang tahun lagi melonjak tinggi ya.”¹¹³

Based on the results of the interview above, it can be concluded that Mr. Kusnadi chose the Mabror Tour and Travel because it was close to home and the reason was Ahlussunah Waljamaah and NU. Meanwhile, Mrs. Sulikah chose the Mabror Tour and Travel because she was comfortable being self-guided and self-served. Meanwhile, Mrs. Sri because she knew the wife of the head of the Jepara branch of Mabror Tour and Travel. Meanwhile, Mr. Suyanto was due to recommendations from other people and was comfortable being guided by himself until the end. Meanwhile, Mrs. Sumarni chose the Jepara branch of the Mabror Tour and Travel because she knew the head of the Mabror Tour and Travel, was comfortable being guided by the head of the Jepara branch of Mabror Tour and Travel and good service. Meanwhile, Mr. Ahmadz Muadz chose the Mabror Tour and Travel bureau because he was guided to the end.

¹¹² Interview with Mrs. Kiswanti as an umrah pilgrim on November 07, 2022, at 19.15 West Indonesia Time (zone).

¹¹³ Interview with Mrs. Kiswanti as an umrah pilgrim on November 07, 2022, at 19.18 West Indonesia Time (zone).

CHAPTER IV

ANALYSIS OF STRATEGIC MANAGEMENT PROCESS AND THE REASONS FOR INCREASING THE NUMBER OF UMRAH PILGRIMS

A. Analysis of Strategic Management Process in Increasing the Number of Umrah Pilgrims

The Mabror Tour and Travel Jepara branch has strategic management. The strategic management process uses Wheelen and Hunger theory, where there are four models of strategic management, namely environmental analysis, strategy formulation, strategy implementation, and evaluation and control.¹¹⁴

1. Environmental Analysis

Mabror Tour and Travel has an environmental analysis of external and internal environment. Devi Yulianti in her journal states that in general, the purpose of a company conducting an environmental analysis is to assess the overall organizational environment both outside and within the organization to achieve the goals it has set.¹¹⁵ Meanwhile, Thomas et al, in the book Wheelen and Hunger states that environmental monitoring is a management tool to avoid strategic surprises and ensure long-term management health.¹¹⁶

According to Yudiaris, the external environment needs to be analyzed so that its impact on the company can be anticipated.¹¹⁷ External environment analysis has several aspects to be analyzed. Mabror Tour and Travel Jepara branch looks at the aspect of market

¹¹⁴ J. David Hunger and Thomas L. Wheelen, *Manajemen Strategis*, (Yogyakarta: Andi, 2003), p. 9

¹¹⁵ Devi Yulianti, *Analisis Lingkungan Internal dan Eksternal dalam Pencapaian Tujuan Perusahaan* (Studi Kasus di PT. Perkebunan Nusantara VII Lampung), *Jurnal Sosiologi*, Vol. 16 No. 2, 2014, p. 107

¹¹⁶ J. David Hunger and Thomas L. Wheelen, *Manajemen Strategis*, (Yogyakarta: Andi, 2003), p. 113

¹¹⁷ I Gde Yudiaris, *Analisis Lingkungan Internal Dan Eksternal Dalam Menghadapi Persaingan Bisnis Pada CV. Puri Lautan Mutiara*, *Jurnal Pendidikan Ekonomi Undiksha*, Vol. 5 No. 1, 2015, p.3

share, namely increasing public interest in performing umrah from year to year. This is supported by Mahadi's statement that Indonesia is in second place for contributing umrah pilgrims with a contribution of 21.44%, below Pakistan.¹¹⁸ In addition, the head of the Jepara branch of Mabur Tour and Travel has a local pilgrimage business and hajj and umrah souvenirs, so the market share is very large and interrelated. This is in line with research conducted by Amarah where the background to the establishment of Kharisma Haramain Indonesia Inc. is that there are business opportunities in the world of religious tourism which are quite in demand by the Indonesian people, especially the people in Surakarta residence.¹¹⁹

In addition, Mabur Tour and Travel conducts strategic target mapping to find differences between other umrah bureaus. According to Wheelen and Hunger, in analyzing an industry, it is useful to categorize various competitors in an industry into strategic groups.¹²⁰ In research conducted by Drajat, understanding the industry structure and competitive situation will help determine the company's competitive strategy.¹²¹

Whereas in terms of the social environment, the head of Mabur Tour and Travel has a wide network or social support because the head of the Jepara branch of Mabur Tour and Travel is trader and pilgrimage priest. According to Ferri et al in Daniel's journal, social networks and support can be measured by the frequency of meeting and communicating with neighbors, family or friends, how many virtual networks one has and the frequency of contact, and the number of close

¹¹⁸ Tendi Mahadi, *Bisnis Layanan Pendukung Haji dan Umrah Dinilai Masih Sangat Potensial*, 2021, <https://industri.kontan.co.id/news/bisnis-layanan-pendukung-haji-dan-umrah-dinilai-masih-sangat-potensial>, diakses pada tanggal 02 Desember 2022 pukul 21.49 WIB

¹¹⁹ Ummu Amarah, *Manajemen Penyelenggaraan Ibadah Umrah PT. Kharisma Haramain Indonesia di Surakarta*, (Surakarta: Universitas Negeri Surakarta, 2019), p. 16

¹²⁰ J. David Hunger and Thomas L. Wheelen, *Manajemen Strategis*, (Yogyakarta: Andi, 2003), p. 132

¹²¹ Mustopo Sendang Drajat, *Analisis kinerja kelompok-kelompok strategis pada industri asuransi umum Indonesia 1999-2008* (Yogyakarta: Universitas Gadjah Mada, 2010).

friends or family who can be asked for help.¹²² This statement is supported by Nebus' statement in the journal *Slenatra* which suggests that socializing informally can become more important for building social capital and ultimately have an impact on business growth.¹²³ This is supported by research conducted by Ashur where the results of his research show that social support variables have a dominant influence on consumer purchase intentions.¹²⁴

In the development of technology, other umrah bureaus use technology to introduce it more widely through their social media. This was not done by the Jepara branch of Mabur Tour and Travel, the Jepara branch of Mabur Tour and Travel still uses ball pick-ups or meets face to face with prospective umrah pilgrims. So that similar competitors introduce a larger umrah bureau than the Jepara branch of Mabur Tour and Travel.

In looking at the internal environment, Mabur Tour and Travel has internal strengths in terms of service, namely being self-served, self-guided and self-guided. This makes Mabur Tour different from other umrah bureaus. Most other umrah bureaus have their own ritual guides and the owner does not play a role in it. This certainly makes the Jepara branch of the Mabur Tour and Travel unique in the eyes of the pilgrims which eventually becomes an internal strength. According to Manoy et al, if the quality of service provided by the company to consumers is good, it will make consumers think that the company is professional in providing its services. Conversely, if consumers think that the quality of service provided to consumers is not good, then consumers will think that the company is less professional in providing services to consumers,

¹²² Daniel, *Pengaruh Jaringan Bisnis dan Optimisme terhadap Kemampuan Menemukan Peluang Bisnis pada Cell Group Pro M Gereja Mawar Sharon Surabaya*, AGORA, Vol. 7 No.2, 2019, p. 2

¹²³ Krismi Budi Slenatra, *Keterlibatan Jaringan Sosial dalam Proses Penemuan Bisnis*, Journal of Business & Applied Management, Vol. 10, No. 1, 2016, p. 47

¹²⁴ Muhammad Ashur, *Pengaruh Dukungan Sosial, Persepsi Risiko dan Interaksi Sosial terhadap Kepercayaan dan Niat Pembelian Konsumen pada Media S-Commerce (Studi Pada Konsumen S-Commerce Di Indonesia)*, Jurnal Bisnis dan Manajemen, Vol.3 No.1, 2016, p.109

a measure of how well the level of service provided must match consumer expectations.¹²⁵ This is reinforced by research conducted by Kiswardhana where service quality and purchasing decision processes have a moderate correlation.¹²⁶ In addition, research from Aina also states that service quality also influences purchasing decisions at Hafiz Resto Siak Sri Indrapura.¹²⁷

In addition to this, the Jepara branch of Mabur Tour and Travel also has the strength of a strategic location. Mabur Tour and Travel has a strategic location, which is located in a shophouse in front of the main road that connects Kudus and Jepara. In addition, opposite the shop, there is a gas station so the Jepara branch of the Mabur Tour and Travel bureau is increasingly known. According to Swastha, a location in a strategic area can maximize profits.¹²⁸ According to a journal written by Fitriyani et al, choosing a business location must be considered carefully because the ease of reaching a business location greatly influences consumer arrivals.¹²⁹

Apart from Mabur Tour and Travel, the Jepara branch also has excellent programs. According to Wheleen and Hunger, the purpose of the program is to make the strategy workable.¹³⁰ Jones in the journal Nurhanifah et al stated that program implementation is one of the

¹²⁵ Tirta Imarrye Manoy, Lisbeth Mananeke, dan Rotinsulu Jopie Jorie, *Pengaruh Kualitas Produk dan Kualitas Pelayanan terhadap Keputusan Pembelian pada CV. Ake Maumbi*, Jurnal EMBA, Vol. 9 No.4, 2021, p. 316

¹²⁶ Adam Kiswardhana, *Pengaruh Kualitas Pelayanan Terhadap Proses Keputusan Pembelian (Studi Pada Customer Service Stasiun Kereta Api Bandung Daerah Operasi II)*, Jurnal Manajemen Bisnis, Vol. 1 No.1, 2015, p.1

¹²⁷ Aina, *Pengaruh Kualitas Layanan dan Lokasi terhadap Keputusan Pembelian pada Hafiz Resto di Siak Sri Indrapura*, (Riau: Universitas Islam Riau, 2021)

¹²⁸ Basu Swastha, *Pengantar Bisnis*, (Yogyakarta: Liberty, 2010), p. 339

¹²⁹ Sandra Fitriyani, Trisna Murni, dan Sri Warsono, *Pemilihan Lokasi Usaha dan Pengaruhnya Terhadap Keberhasilan Usaha Jasa Berskala Mikro dan Kecil*, Management Insight, Vol. 13 No. 1, 2018, p. 47

¹³⁰ J. David Hunger and Thomas L. Wheleen, *Manajemen Strategis*, (Yogyakarta: Andi, 2003), p. 300

components in a policy. Program implementation is an authorized effort to achieve goals.¹³¹

Apart from that, in the financial aspect, Maburr Tour and Travel has weaknesses in collecting bailouts for umrah pilgrims who are not paid. But the umrah pilgrims felt helped with this bailout. This was proven in research conducted by Azmi who stated that it was proven that umrah pilgrims were helped by bailout funds.¹³² In line with this, research conducted by Septiyani also shows that the effectiveness of implementing a bailout system in increasing the number of worshipers at PT Kanomas Arci Wisata is an attractive marketing strategy. This is reinforced by the data from 2016 to 2018 which has increased every month. So that every year there is also an increase in pilgrims who use bailout funds.¹³³

Maburr Tour and Travel Jepara branch also has deficiencies in managing human resources as administrative staff. Increasingly growing, Maburr Tour and Travel is overwhelmed in managing itself with the various activities that exist. According to a journal written by Setiani, employees are valuable asset for a company in achieving its goals. The main focus of Human Resource Management (HR) is to contribute to the success of the company. In order for the company's productivity to run smoothly, a workforce or employees are needed in accordance with the principle of "the right man in the right place".¹³⁴ This is supported by Djati and Ferinadewi's statement in their journal which states that employees have an important role for the success of an

¹³¹ Nurhanifah, Erhamwilda, dan Beni Suhendar, *Implementasi Program Kegiatan Harian Siswa dalam Pembentukan Karakter Disiplin Siswa Di Homeschooling Group SD Khoiru Ummah 41 Cimahi*, Prosiding Pendidikan Agama Islam, Vol. 1 No. 2, 2016, p.117

¹³² Nurul Azmi, *Pengaruh Dana Talangan Terhadap Minat Jamaah Umrah di PT. Cahaya Hati Tour and Travel Pekanbaru pada Tahun 2019*, (Riau: UIN Sultan Syarif Kasim, 2021)

¹³³ Ika Septiyana, *Efektifitas Dana Talangan Umroh Terhadap Peningkatan Jumlah Jamaah Pada PT.Kanomas Arci Wisata*, (Jakarta: UIN Syarif Hidayatullah, 2019)

¹³⁴ Baiq Setiani, *Kajian Sumber Daya Manusia dalam Proses Rekrutmen Tenaga Kerja di Perusahaan*, Jurnal Ilmiah WIDYA, Vol. 1 No.1, 2013, p. 38

organization or company.¹³⁵ Of course, the Jepara branch of Mabur Tour and Travel must submit tasks that cannot be handled by hiring employees so that the company's tasks become easier.

This researcher uses an approach to combine strategy formulation and strategy analysis by using SWOT (Strengths, Opportunities, Weaknesses, Threats) analysis.¹³⁶ The strengths, weaknesses, opportunities, and threats faced by Mabur Tour and Travel Jepara branch, include:

a. Strength are special competencies that exist in the company that result in a comparative advantage by business units in the market.

¹³⁷ The strengths in the Jepara branch of Mabur Tour and Travel include:

- 1) Mabur Tour and Travel Jepara branch has strengths in the aspects of its service, namely self-served, self-guided and self-guided.
- 2) Mabur Tour and Travel Jepara branch has a strategic location.
- 3) Mabur Tour and Travel Jepara branch has a good program.

b. Opportunities are various environmental situations which profitable for the company.¹³⁸ Opportunities that exist at the Jepara branch of Mabur Tour and Travel include:

- 1) Mabur Tour and Travel Jepara branch has large market share.
- 2) The head of the Jepara branch of Mabur Tour and Travel has an extensive social network because the head of the Jepara branch of Mabur Tour and Travel is a *dai*, trader, and pilgrimage priest.

¹³⁵ S. Pantja Djati and Erna Ferrinadewi, *Pentingnya Karyawan dalam Pembentukan Kepercayaan Konsumen Terhadap Perusahaan Jasa*, Jurnal Manajemen dan Kewirausahaan, Vol.6 No.1, 2004, p. 115

¹³⁶ Freddy Rangkuti, *Analisis SWOT: Teknik Membedah Kasus Bisnis*, (Jakarta: PT Gramedia Pustaka Utama, 2014), p 19

¹³⁷ Sondang P. Siagian, *Manajemen Stratejik*, (Jakarta: Bumi Aksara, 2020) p.172

¹³⁸ Sondang P. Siagian, *Manajemen Stratejik*, (Jakarta: Bumi Aksara, 2020) p.173

- c. Weaknesses are limitations or deficiencies that become a barrier to the company's work performance.¹³⁹ Weaknesses in the Jepara branch of Mabror Tour and Travel include:
 - 1) Lack of firmness from the company to collect debts from umrah pilgrims that have not been paid for so long.
 - 2) Lack of human resources to help the company.
 - 3) Don't take advantage of existing technology.
- d. Threats are environmental factors that are not profitable for a company.¹⁴⁰ Threats at the Jepara branch of Mabror Tour and Travel include:
 - 1) Many umrah bureaus take advantage of existing technology.

After understanding the analysis of the external environment and internal environment and analyzing it through a SWOT analysis approach. Mabror Tour and Travel Jepara branch moved to the second phase, namely strategy formulation.

2. Strategy Formulation

After understanding the analysis of the external environment and internal environment and analyzing it through a SWOT analysis approach. Mabror Tour and Travel Jepara branch moved to the second phase, namely strategy formulation. Strategy formulation includes mission, goals, strategies, and policies. The Jepara branch of Mabror Tour and Travel considers that vision, mission, and goals are one and the same thing.

Mission is the purpose or reason why the organization or company lives. A well-crafted mission statement defines the fundamental and unique goals that differentiate a company from others and identifies the range of company operations in the products offered and markets served.¹⁴¹ The Ministry of National Education in the

¹³⁹ Sondang P. Siagian, *Manajemen Stratejik*, (Jakarta: Bumi Aksara, 2020) p.173

¹⁴⁰ Sondang P. Siagian, *Manajemen Stratejik*, (Jakarta: Bumi Aksara, 2020) p.173

¹⁴¹J. David Hunger and Thomas L. Wheelen, *Manajemen Strategis*, (Yogyakarta: Andi, 2003), p. 13

Tasbikhiyah study stated that the mission is a statement that is determined by considering the assignment formulation and internal desires and provides a clear direction that will be pursued now and in the future.¹⁴² In the strategy formulation, Mabror Tour and Travel has a mission or objectives, namely:

- a. The Jepara branch of Mabror Tour and Travel hopes that all levels of society will feel the umrah worship. This means that the Jepara branch of Mabror Tour and Travel does not discriminate between one umrah pilgrim and another.
- b. Teachers who have served for a long time can go for umrah. The owner of the Jepara branch of Mabror Tour and Travel is one of the administrators of the Al Husna Jepara Islamic Boarding School Foundation. Departure for umrah for teachers who have served is a form of reward from the owner of Mabror Tour and Travel Jepara as well as administrators of the Al Husna Islamic Boarding School Foundation for teachers who have high loyalty to the Al Husna Jepara Islamic Boarding School Foundation.
- c. As the da'wah that is most striking because it can directly deliver umrah pilgrims to go to the holy land.
- d. Connected friendship alumni umrah pilgrims. After carrying out a series of umrah services, Mabror Tour and Travel aims not to break ties of friendship with pilgrims who have joined Mabror Tour and Travel Jepara. This aims to be able to join again at a later date. Not only that but also hoped that pilgrims who have become alumni can become testimonials to other well-known people so that the Jepara branch of Mabror Tour and Travel becomes an umrah bureau that has high credibility.

After knowing the mission to be achieved, the Jepara branch of Mabror Tour and Travel forms strategies that will be implemented in the

¹⁴² Tasbikhiyah, *Manajemen Strategik dalam Peningkatan Kompetensi Lulusan di SMK Bina Insan Mulia Kabupaten Cirebon*, (Cirebon: Institut Agama Islam Bunga Bangsa, 2022) p. 71

form of programs. Strategy is a comprehensive planning formulation of how the company will achieve its mission and goals. The strategy maximizes competitive advantage and minimizes competitive limitations.¹⁴³ According to Siagian in the Chaniago journal, strategy is basically the art and science of using and developing strengths to achieve predetermined goals.¹⁴⁴ Mabror Tour and Travel Jepara branch has a strategy to expand the market. This is evidenced by the Jepara branch of Mabror Tour and Travel which increased the number of local priest agent outlets so that Mabror Tour and Travel has 38 outlets spread across Jepara Regency, Demak, Kudus, Pati to Purwodadi. The programs made by the Jepara branch of Mabror Tour and Travel are also close to expanding market share. This proves that the Jepara branch of Mabror Tour and Travel uses an expansion strategy, which according to Wheelen and Hunger in a book written by Umar states that in principle this strategy emphasizes adding products/expansion of products, markets, and other functions so that the company's activities increase.¹⁴⁵

Mabror Tour and Travel Jepara branch has policies that can increase the number of pilgrims. According to Wheelen and Hunger, policies (streams of strategy) provide broad guidelines for overall organizational decision-making. Policies are broad guidelines that link strategy formulation with implementation.¹⁴⁶ Meanwhile, according to Akdon, policies are guidelines for the implementation of certain actions.¹⁴⁷ Meanwhile, according to Karna Sobahi et al, policies are provisions that have been agreed to be used as guidelines in every

¹⁴³ J. David Hunger and Thomas L. Wheelen, *Manajemen Strategis*, (Yogyakarta: Andi, 2003), p. 16

¹⁴⁴ Siti Aminah Chaniago, *Perumusan Manajemen Strategi Pemberdayaan Zakat*, Jurnal Hukum Islam, Vol. 12 No. 1, 2014, p. 87

¹⁴⁵ Husein Umar, *Strategic Management In Action*, (Jakarta: Gramedia Pustaka Utama, 2020), p. 33

¹⁴⁶ J. David Hunger and Thomas L. Wheelen, *Manajemen Strategis*, (Yogyakarta: Andi, 2003), p. 16

¹⁴⁷ Akdon, *Strategic Management for Educational Management (Manajemen Strategik untuk Manajemen Pendidikan)*, (Bandung: Alfabeta, 2016), p. 154

activity, so as to create smoothness and integration in efforts to achieve goals, objectives, missions, and visions.¹⁴⁸ The Mabror Tour and Travel Jepara branch has policies for increasing the number of pilgrims including:

- a. Mabror Tour and Travel Jepara branch implements a system of paying one million for passports and two million for suitcases and uniforms.
- b. Mabror Tour and Travel Jepara branch bails out umrah pilgrims who have a shortage of funds with a period of one year without interest.
- c. Mabror Tour and Travel Jepara branch gave a prize of one million to alumni pilgrims who managed to get one pilgrim, and gave one free ticket to alumni pilgrims if get twenty umrah pilgrims.

3. Strategy Implementation

Implementation is the process by which management puts its strategies and policies into action by developing programs, budgets, and procedures. The programs in the Jepara branch of Mabror Tour and Travel are expected to increase the number of umrah pilgrims. The Jepara branch of Mabror Tour and Travel has several programs that have been implemented, including:

a. Umrah Savings

Umrah savings is a program in the Jepara branch of Mabror Tour and Travel. This umrah savings has a target market, namely traders in the market and worshipers, even though this umrah savings can be made available to the public. But more specifically for traders in the market. This is because the chairman of Mabror Tour and Travel has a kiosk for the business of plastics and Hajj and Umrah souvenirs. So coordination with traders is quite easy because it is in one market area. Apart from traders, the head of the Jepara

¹⁴⁸ Karna Sobahi, Hanafiah, dan Cucu Suhana, *Manajemen Pendidikan (Melalui Pendekatan Manajemen Strategik, Manajemen Sekolah, Manajemen Berbasis Sekolah, Manajemen Mutu Terpadu, Kepemimpinan Kepala Sekolah)*, (Bandung: Cakra, 2010), p. 14

branch of Mabror Tour and Travel is also a preacher and is often invited to various events, especially Religious Assembly in Mijen. In research by Maimuna, Umrah savings were also used by PT BPR Putra Riau Mandiri in attracting customers.¹⁴⁹ In research conducted by Ansori, Umrah savings were also implemented by Bank Syariah Mandiri, the Ahmad Yani Banjarmasin branch office, which was present to help people carry out the umrah pilgrimage but was constrained by costs.¹⁵⁰

b. Sharia Bailout

Sharia Bailout is a program that supports umrah pilgrims who want to quickly go for umrah but are constrained by funds. In research conducted by Maroah, KSPPS Arthamadina also applied umrah bailout funds as savings that could be made the choice of the community in performing umrah with a period of one year to insure after the umrah is carried out.¹⁵¹ In the research conducted by Purwanto, BPRS Inc. in Magetan also implemented umrah bailout funds to attract the public.¹⁵²

c. Umrah Down Payment Gift

The Jepara branch of Mabror Tour and Travel also held an umrah down payment gift for lucky pilgrims. The target of this program is pilgrims. Apart from running the umrah business, the Head of the Jepara branch of Mabror Tour and Travel also runs the Indonesian religious tourism business. So that pilgrims who get

¹⁴⁹ Siti Maimuna, *Penerapan Layanan Pick Up Service Produk Tabungan Umrah Pada PT. Bank Perkreditan Rakyat Putra Riau Mandiri Dalam Menarik Nasabah Ditinjau Dari Aspek Ekonomi Islam*, (Riau: UIN Sultan Syarif Kasim, 2016)

¹⁵⁰ Hodiawati Yusuf Ansori, *Penerapan Akad Ijarah pada Produk UMBT (Umrah Berbasis Tabungan) pada PT. Bank Syariah Mandiri Kantor Cabang A.Yani Banjarmasin*, (Banjarmasin: UIN Antasari, 2020)

¹⁵¹ Maroah, *Analisis prosedur dan kendala produk talangan umroh di KSPPS Artamadina Banyuputih Batang*, (Semarang, UIN Walisongo, 2016)

¹⁵² Ririn Andriana Purwanto, *Strategi Pemasaran dalam Menarik Minat Masyarakat Menggunakan Produk Pembiayaan Talangan Umrah di PT BPRS Magetan*, (Ponorogo: IAIN Ponorogo, 2020)

umrah down payment gift indirectly join the Jepara branch of Mabror Tour and Travel through umrah savings.

d. Financing in Educational Institutions

The Jepara branch of Mabror Tour and Travel also collaborates with educational institutions in Jepara to dispatch clerics or teachers free of charge. Not only teachers, but Mabror Tour and Travel also invites the guardians of students to worship umrah with priest and teachers.

e. Umrah Pilgrims Alumni Agent

The Mabror Tour and Travel Jepara branch also provides privileges. The specialty that will be obtained by the alumni of the Mabror Tour and Travel umrah pilgrims is encouraged to become an agent or marketing team in their respective regions. In the research conducted by Fauzan, the An-Nur Karah Agung Umrah bureau implemented a strategy to strengthen the alumni network. Of course, this strategy made An-Nur Karah Agung increase the umrah pilgrims.¹⁵³ The research conducted by Afifudin, Az-zahra Tour and Travel of the Salatiga branch has applied direct marketing promotions, one of which is public relations with alumni.¹⁵⁴

In addition to the program, there is also a budget that must be considered by the company. The budget is a plan that is arranged systematically in the form of numbers and expressed in monetary units covering all company activities that are expected to help management to carry out and control company operations.¹⁵⁵ Meanwhile, according to Nafarin, the budget is a quantitative plan (an amount) periodically compiled based on the approved program.¹⁵⁶ The Jepara branch of

¹⁵³ Fauzan, *Strategi Pemasaran Dalam Meningkatkan Jumlah Jamaah di Travel Umrah An-Nur Karah Agung*, UIN Sunan Ampel Surabaya, (Surabaya: UIN Sunan Ampel, 2019)

¹⁵⁴ Muhamad Afifudin, *Strategi Pemasaran Produk Umroh Pt Az-Zahra Tour & Travel Cabang Salatiga Dalam Meningkatkan Jumlah Jamaah*, (Salatiga: IAIN Salatiga, 2021)

¹⁵⁵ Husein Umar, *Strategic Management in Action*, (Jakarta: Gramedia Pustaka Utama, 2020), p. 354

¹⁵⁶ M Nafarin, *Penganggaran Perusahaan*, (Jakarta: Salemba Empat, 2007), p. 11

Mabrur Tour and Travel divides the budget according to the system per congregation or per person. If one pilgrim pays 100% then 75% is for operations and promotions or fees looking for pilgrims, while 25% is for company profits. This area of the budget is called the operational budget. According to Munawir in the Haikal journal, the operational budget is the budget for compiling a profit and loss budget.¹⁵⁷ There are not many promotions carried out by Mabrur Tour and Travel because they rely on picking up balls directly from umrah pilgrims. So, the costs incurred are also small. The budget for guides is also small because they are guided by the head of the Jepara branch of Mabrur Tour and Travel. As for the budget for places for rituals, umrah bureaus usually hire islamic centers for rituals, the Mabrur Tour and Travel bureau only rely on the office.

4. Evaluation and Controlling

Mabrur Tour and Travel evaluates the weaknesses in the Jepara branch of Mabrur Tour and Travel. This aims to minimize the mistakes of the Jepara branch of Mabrur Tour and Travel. The things that were evaluated by the head of Mabrur Tour and Travel were adding administrative staff and tightening the syar'i bailout program. The Jepara branch of Mabrur Tour and Travel added one administrative staff to manage infrastructure and communication with the government regarding the administration of Umrah pilgrims. This is because the head of the Jepara branch of Mabrur Tour and Travel feels overwhelmed because of the lack of employees. The Jepara branch of Mabrur Tour and Travel also tightened syar'i bailouts. This is because the umrah pilgrims after carrying out umrah did not immediately pay off the shari'a bailout funds. This is in line with Yunus' statement that there are three basic activities for evaluating strategy, namely reviewing the external and internal factors that form the basis of the strategy, then measuring

¹⁵⁷ Haikal, *Pengelolaan Anggaran Biaya Operasional untuk Meningkatkan Efisiensi Penggunaan Anggaran Pada PT. Sentana Adidaya Pratama Cabang Palembang*, Jurnal Manajemen, Vol. 5 No. 3, 2017, p.5

performance, and taking corrective action.¹⁵⁸ Meanwhile, according to Yam, the substance of the evaluation activity is not to determine what is wrong or right, but to find solutions that are encountered during implementation.¹⁵⁹

B. Analysis of The Reasons For Increasing The Number of Umrah Pilgrims

The enthusiasm of the Indonesian people to carry out the umrah pilgrimage has increased from year to year. This is proven by data from the Ministry of Religion that in 2014 the number of Umrah pilgrims who departed reached 649,000. Furthermore, in 2015 Umrah pilgrims increased to 677,509. In the following year, 2016, it also increased by 876,246. In 2017, the number of worshipers still increased, namely to 1,005,336. Whereas in 2018, the public's enthusiasm for the pilgrimage decreased. This was proven in 2018 to have decreased to 974,650 umrah pilgrims.¹⁶⁰ This is in line with umrah departure data from the Jepara branch of Mabur Tour and Travel. Even though Indonesia experienced a decline in 2018, the Jepara branch of Mabur Tour and Travel continued to experience a significant increase.

The increase in the number of umrah pilgrims at the Jepara branch of Mabur Tour and Travel happened because of several factors. There are several reasons pilgrims choose the Jepara branch of the Mabur Tour and Travel. For more details, see the table below:

¹⁵⁸ Eddy Yunus, *Manajemen Strategis*, (Yogyakarta: Andi Offset, 2016) p. 28

¹⁵⁹ Jim Hoy Yam, *Manajemen Strategi: Konsep dan Implementasi*, (Makassar: Nas Media Pustaka, 2020) p. 11

¹⁶⁰ Kementerian Agama Republik Indonesia, Arab Saudi Hentikan Sementara Umrah Ini Sikap Indonesia, <https://kemenag.go.id/berita/read/512858/arab-saudi-hentikan-sementara-umrah--ini-sikap-indonesia> accessed on Friday, 10 July 2022 at 23.00 West Indonesian Time (zone).

Table 3: The results of the analysis of the reasons for choosing the Mabur Tour and Travel Jepara branch

No	Name	Reasons for Choosing Mabur Travel Bureau	Weakness
1.	Kusnadi	The location is close to home, <i>Ahlussunah wal jamaah</i> (NU)	No
2.	Sulikah	Because comfortable self-guided, and self-served	No
3.	Sri	Familiar with the owner's family, good service	No
4.	Suyanto	People's recommendations, comfortable self-guided	Lack of mass gathering management
5.	Sumarni	Familiar with the owner, good service, good guiding skills	No
6.	Ahmad Muadz	Guided until the end	Lack of mass gathering management
7.	Kiswanti	The location is close to home and simple	Not guided by the head of the Mabur Tour and Travel Jepara branch

From the table, there are several factors that influence Umrah pilgrims choosing the Jepara branch of the Mabur Tour and Travel. One of them is the location which is quite close to the umrah pilgrims. According to Ramadhan, location is very important in a business, especially businesses that aim directly at the end consumer. Location and access to these locations will determine how consumers reach and buy consumer products or services.¹⁶¹ In addition, the location of Mabur Tour and Travel is located in a shop in front of the main road that connects Kudus and Jepara. According to Swastha, a location in a strategic area can maximize profits.

¹⁶¹ Hendri Ramdhan, *Ide Bisnis Kreatif Bisnis di Dunia*, (Jakarta: Penebar Plus, 2010), p.19

¹⁶² This is in line with research conducted by Saota et al that location determines purchasing decisions. This is also reinforced by research conducted by Handayani and Antono which suggests that location has a very strong relationship to the decision to purchase subsidized housing at Graha Aesthetic Property Inc. in Bengkulu. ¹⁶³

Apart from the location, there is also umrah pilgrim who stated their reasons for the same religious sect or islamic community organization. Kotler and Armstrong in the journal Isa et al stated that one of the factors that influence purchasing decisions is cultural factors in which there are subcultural factors including religion. Religiosity is one of the factors that influence consumer purchasing decisions, which is part of the cultural factors contained in sub-cultures, namely religion. A person who is said to have a good religion can be seen from his obedience to God, which is manifested by carrying out everything that God has ordered and staying away from everything that God has forbidden. ¹⁶⁴ This means that there is a cultural similarity in religion between the pilgrim and the Jepara branch of the Mabur Tour and Travel bureau. This is because according to Solomon in the journal Giantara and Santosos it states that culture is an accumulation of shared beliefs, rituals, norms, and traditions among members of an organization or community. Meanwhile, sub-culture consists of members who have the same beliefs and experiences that distinguish these members from others. ¹⁶⁵ This is also reinforced by Kotler's statement in Suharto's journal that culture has a broad and deep influence on consumer buying

¹⁶² Basu Swastha, *Pengantar Bisnis*, (Yogyakarta: Liberti, 2010), p. 339

¹⁶³ Sri Handayani dan Miko Warodei Antono, *Hubungan Lokasi dan Promosi dengan Keputusan Pembelian Rumah Subsidi pada PT. Graha Estetika Property Bengkulu*, Management Insight, Vol.13 No.2, 2018, p. 60

¹⁶⁴ Muhammad Isa, Aswadi Lubis dan Ilma Sari Lubis, *Pengaruh Religiusitas dan Lokasi terhadap Keputusan Pembelian Konsumen pada Rahmat Syariah Swalayan City Walk Padangsidempuan*, Jurnal Ekonomi dan Ekonomi Syariah, Vol.3 No.1, 2020, p. 5

¹⁶⁵ Mariani Shoshana Giantara dan Jesslyn Santoso, *Pengaruh Budaya, Sub Budaya, Kelas Sosial, dan Persepsi Kualitas Terhadap Perilaku Keputusan Pembelian Kue Tradisional oleh Mahasiswa di Surabaya*, Jurnal Hospitality dan Manajemen Jasa, Vol. 2 No.1, 2014, p. 4

behavior.¹⁶⁶ This research is also strengthened by research conducted by Ramayanti and Safri where one of the factors that influence consumer behavior is cultural factors. Partially, cultural factors have a positive and significant effect on consumer decisions to shop at Home Smart.¹⁶⁷

In addition to the similarity of religious culture, the Jepara branch of the Mabur Tour and Travel pilgrims also stated that the reason was recommendations from other people. Other people's recommendations are also called reference groups or references. According to Kotler in the journal Sianturi et al, a reference group is a person or group of people who significantly influence individual behavior, which can be artists, athletes, political figures, music groups, and political parties.¹⁶⁸ Meanwhile, according to Assel in Sutisna's book, a reference group or reference group is a group that functions as a point of reference for individuals in shaping their beliefs, attitudes, and behavior.¹⁶⁹ According to Setiadi, consumers tend to be more influenced by reference groups if the information provided is considered valid and relevant to the problem at hand, and the source providing the information is considered trustworthy.¹⁷⁰ In the journal conducted by Kana, the reference group has a positive and significant effect on student decisions at the Musamus Merauke University tertiary institution.¹⁷¹ This is in line with research conducted by Hartantyo which

¹⁶⁶ Suharto, Pengaruh Budaya terhadap Keputusan Pembelian Menggunakan Variabel Sosial dan Pribadi sebagai Mediasi Produk Air Minum Kemasan (Studi Empiris pada PT. GLOZ di Lampung Timur), *Derivatif: Jurnal Manajemen*, Vol. 10 No. 1, 2016, p. 27

¹⁶⁷ Ispantari Ramayanti dan Hayanuddin Safri, *Faktor-Faktor yang Mempengaruhi Perilaku Konsumen dalam Pengambilan Keputusan untuk Memilih Berbelanja di Home Smart*, *Jurnal Ecobisma*, Vol. 3 No. 1, 2016, p.22

¹⁶⁸ Evanina Sianturi, Erida, dan Ade Titi Nifita, *Pengaruh Kelompok Referensi dan Gaya Hidup terhadap Keputusan Menggunakan Blackberry*, *Bisnis-Net Jurnal Ekonomi dan Bisnis*, Vol. 1 No.2, 2012, p. 128

¹⁶⁹ Sutisna, *Perilaku Konsumen dan Komunikasi Pemasaran*, (Bandung: PT. Remaja Rodaskaya, 2002), p. 176

¹⁷⁰ Nugroho J. Setiadi, *Perilaku Konsumen. Konsep dan Implikasi untuk Strategi dan Penelitian Pemasaran*, (Jakarta: Prenada Media, 2003), p.268

¹⁷¹ Tarsisius Kana, *Pengaruh Kelompok Referensi, Keluarga dan Komunikasi Pemasaran terhadap Keputusan Mahasiswa dalam Memilih Perguruan Tinggi Universitas Musamus Merauke*, *Jurnal Ilmu Ekonomi dan Sosial Unmus*, Vol. 5 No. 2, 2014, p. 541

states that reference groups have a dominant influence on students' decisions in using the SBMPTN intensive program.¹⁷²

In addition to recommendations from other people, the other reason is a good quality of service. According to Tjiptono in the journal Boediono et al, service quality can be defined as all forms of service delivery provided optimally by the company in order to meet customer needs in accordance with customer expectations.¹⁷³ According to Manoy et al, if the quality of service provided by the company to consumers is good, it will make consumers think that the company is professional in providing its services. Conversely, if consumers think that the quality of service provided to consumers is not good, then consumers will think that the company is less professional in providing services to consumers.¹⁷⁴ a measure of how well the level of service provided must match consumer expectations. This is reinforced by research conducted by Kiswardhana where service quality and purchasing decision processes have a moderate correlation.¹⁷⁵ In addition, research from Aina also states that service quality also influences purchasing decisions at Hafiz Resto Siak Sri Indrapura.¹⁷⁶

In addition to the service quality factor, there is also the comfort factor of guiding. The convenience of this guidance is carried out by the head of the Jepara branch of Mabur Tour and Travel, where the congregation feels comfortable because they are guided by the head of the Jepara branch of Mabur Tour and Travel. This statement is supported by

¹⁷² Riko Hartantyo, *Pengaruh Kelompok Referensi dan Keluarga terhadap Keputusan Siswa dalam Menggunakan Program Intensif SBMPTN pada Lembaga Bimbingan Belajar Primagama Jl. Ronggo Warsito No.17 Malang*, Jurnal Ilmiah Mahasiswa FEB, Vol. 2 No.2, 2013.

¹⁷³ Meilina Boediono, Sonata Christian, Dewi Mustikasari Immanuel, *Pengaruh Kualitas Produk dan Kualitas Layanan Terhadap Keputusan Pembelian Konsumen Sealantwax*, Jurnal Manajemen dan Start-Up Bisnis, Vol.3 No.1, 2018, p. 93

¹⁷⁴ Tirta Imarrye Manoy, Lisbeth Mananeke, dan Rotinsulu Jopie Jorie, *Pengaruh Kualitas Produk dan Kualitas Pelayanan terhadap Keputusan Pembelian pada CV. Ake Maumbi*, Jurnal EMBA, Vol. 9 No.4, 2021, p. 316

¹⁷⁵ Adam Kiswardhana, *Pengaruh Kualitas Pelayanan Terhadap Proses Keputusan Pembelian (Studi Pada Customer Service Stasiun Kereta Api Bandung Daerah Operasi II)*, Jurnal Manajemen Bisnis, Vol. 1 No.1, 2015, p.1

¹⁷⁶ Aina, *Pengaruh Kualitas Layanan dan Lokasi terhadap Keputusan Pembelian pada Hafiz Resto di Siak Sri Indrapura*, (Riau: Universitas Islam Riau, 2021)

research conducted by Insani which is comfortable has a significant effect on purchase intention.¹⁷⁷ Research conducted by Hayuningtyas shows that comfortable also influence purchasing decisions.¹⁷⁸

Apart from comfortable, another factor felt by the pilgrims is the trust factor. This is because there is a sense of trust in people who are known beforehand to meet customer expectations. According to Siagian and Cahyono in research conducted by Suharman, trust is a belief from one of the parties about purpose and behavior directed at another party, therefore consumer trust is defined as a consumer expectation that service providers can be trusted or reliable on the promises.¹⁷⁹ Meanwhile, according to Pallister and Foxall in Juniwati's journal, Trust cannot simply be recognized by other parties/business partners, but must be built from scratch and can be proven.¹⁸⁰ Therefore, the umrah pilgrims does not only use this familiar reason as the only reason but there are other supporting factors. This is supported by research conducted by Nurmanah and Nugroho where trust affects storage purchases. However, in the study, the effect of service quality is greater than trust in Bukalapak's purchasing decisions.¹⁸¹ This research is also supported by other studies where research was conducted by Nurhidayat and Marsudi, trust influences purchasing decisions.¹⁸²

¹⁷⁷ Erlang Prima Insani, *Analisis Pengaruh Kenyamanan terhadap Minat Beli Secara Online pada Pemesanan Tiket Kereta Api Melalui Website Resmi PT. KAI*, Jurnal Sains Pemasaran Indonesia, Vol. 12, No. 3, 2013, p. 241

¹⁷⁸ Widiastuti Hapsari hayuningtyas, *Analisis Pengaruh Kenyamanan dan Keamanan Terhadap Kepercayaan dan Pengaruhnya Terhadap Keputusan Pembelian (Studi Kasus pada Konsumen Zysku Xena)*, (Semarang: Universitas Diponegoro, 2015)

¹⁷⁹ Suharman, *Analisis Faktor Yang Mempengaruhi Keputusan Pembelian Konsumen Melalui Aplikasi Online Start-Up di Kota Medan*, Jurnal Riset Bisnis dan Manajemen, Vol. 7, No. 3, 2019, p. 262

¹⁸⁰ Juniwati, *Pengaruh Perceived Ease of Use, Enjoyment dan Trust Terhadap Repurchase Intention dengan Customer Satisfaction Sebagai Intervening pada Belanja Online (Studi Pada Mahasiswa Universitas Tanjungpura Pontianak)*, Jurnal Ekonomi Bisnis dan Kewirausahaan, Vol. 4 No. 1, 2015, p. 142

¹⁸¹ Ima Nurmanah dan Edi Suswardji Nugroho, *Pengaruh Kepercayaan (Trust) Dan Kualitas Pelayanan Online (E-Service Quality) Terhadap Keputusan Pembelian Online Shop Bukalapak*, AT-TADBIR: Jurnal Ilmiah Manajemen, Vol. 5, No. 1, 2021, p. 19

¹⁸² Erwan Nurhidayat dan Hidup Marsudi, *Pengaruh Online Consumer Review dan Trust Terhadap Keputusan Pembelian Online di Tokopedia*, Muara: Jurnal Manajemen Pelayaran Nasional, Vol.5, No.2, 2022, p. 45

So, there are two factors that influence umrah pilgrims in choosing the Jepara branch of the Mabur Tour and Travel, namely external factors and internal factors. External factors are strategic location factors, close to the pilgrim's house and close to the main road. The second is the cultural factor where there are similarities in religious beliefs. The third is the factor of good service and the last factor is recommendations from other people. In addition to external factors, there are also internal factors from the umrah pilgrims at Mabur Tour and Travel Jepara branch, namely the comfort and trust factor.

CHAPTER V

CLOSING

A. Conclusion

Based on the results of the research and discussion, the following conclusions as follows:

1. The Mabror Tour and Travel Strategy Management Process go through several elements of management strategy, namely environmental analysis, strategy formulation, strategy implementation, and evaluation and control. In analyzing the environment, the Mabror Tour and Travel Jepara branch looks at two environmental analyses, an analysis of the external environment and the internal environment. the external environment sees opportunities and threats while the internal environment sees strengths and weaknesses. Researchers use a SWOT analysis approach to see the external environment and internal environment. The strengths are having good service, namely self-served, self-guided and self-guided, having a strategic location, and having a good program. The opportunities are having a large market share and extensive social network because the head of the Jepara branch of Mabror Tour and Travel is a *dai*, trader, and pilgrimage priest. The weaknesses are the lack of firmness from the company to collect debts from umrah pilgrims that have not been paid for so long and lack of human resources to help the company and don't take advantage of existing technology. And the threat is many umrah bureaus take advantage of existing technology. In making a strategy, the Mabror Tour and Travel Jepara branch makes missions and objectives so that existing programs can refer to the mission of the Jepara branch of Mabror Tour and Travel. The mission of the Jepara branch of Mabror Tour and Travel is that the community feels umrah without exception, teachers who have long served are dispatched together with the educational foundation managed by the head of the Mabror Tour and Travel Jepara branch, connecting the friendship of alumni, and the last is departing the guest of Allah is the most

effective preaching. The strategy used by the Mabror Tour and Travel Jepara branch uses an expansion strategy. In implementing the strategy, the Mabror Tour and Travel Jepara branch has programs namely umrah savings, sharia bailouts, financing at educational institutions, and umrah down payments gift. As for the budget, the Mabror Tour and Travel Jepara branch uses money per pilgrim for operational costs of 75% and company profits of 25%. The things that were evaluated by the head of Mabror Tour and Travel were adding administrative staff and tightening the sharia bailout program. Mabror Tour and Travel Jepara branch added one administrative staff to manage infrastructure and communication with the government regarding the administration of umrah pilgrims and also tightened sharia bailouts.

2. The reasons for the umrah pilgrims choosing the Mabror Tour and Travel Jepara branch are known to be two factors, external factors, and internal factors. External factors are strategic location factors, cultural factors where there are similarities in religious beliefs, good service factors due to being guided starting from registration requirements until the end, and recommendation factors from people around. In addition to external factors, there are also internal factors from the umrah pilgrims namely the comfort factor because they are self-guided by the head of the Mabror Tour and Travel Jepara branch and the trust factor because they are familiar with the head of the Mabror Tour and Travel Jepara branch so that the umrah pilgrim is more confident to join the umrah bureau.

B. Suggestion

Considering the results of the analysis in the previous chapter, the researcher would like to propose some following suggestions:

1. For the Mabror Tour and Travel Jepara branch can evaluate all aspects of the bureau's deficiencies, utilize social media as a source of information to

make it better known, and clarify the strategic management process because some are missing.

2. For future researchers, it is hoped that they can examine more deeply citing more references, and for the results of further research it is hoped that it will not only describe an increase in the quantity of umrah pilgrims but at the same time an increase in terms of the quality of umrah pilgrims.

C. Closing

The researcher would like to thank the presence of Allah SWT for His grace and guidance, so that the researcher was able to complete this research smoothly. The researcher is aware of the deficiencies and limitations in this thesis, so the researcher hopes for constructive criticism and suggestions for this thesis. Hopefully this thesis can provide benefits for further researchers and references for readers.

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APPENDIXES

A. Interview Guidelines

Interview with the Head of Mabror Tour and Travel Jepara branch :

1. Bagaimana tantangan yang dihadapi bapak ketika menjalani bisnis Mabror Tour and Travel
2. Apa kelebihan Mabror Tour and Travel Jepara?
3. Apa kelemahan Mabror Tour and Travel Jepara?
4. Program apa saja yang mendukung peningkatan jumlah jamaah?
5. Apakah pernah bapak mengajak pembimbing yang terkenal di Indonesia untuk meningkatkan jumlah jamaah?
6. Bagaimana presentase anggaran yang dikeluarkan oleh Mabror Tour and Travel?
7. Bagaimana program program yang selama ini dilakukan oleh bapak? Apakah sesuai dengan rencana bapak? Atau bahkan tidak sesuai dengan rencana bapak?
8. Bagaimana evaluasi yang bapak terapkan dalam mencari solusi dari permasalahan-permasalahan yang ada?

Interview with the umrah pilgrims:

1. Apa yang membuat bapak/ibu tertarik memilih biro Mabror Tour and Travel?
2. Apakah bapak/ibu akan memberikan rekomendasi biro Mabror Tour and Travel kepada keluarga maupun orang lain?

B. Documentation



Interview with Mr. Kusnadi
of Mabror Tour and Travel Jepara branch



Interview with Mr. Masri as a head
as an umrah pilgrim



Interview with Mrs. Sulikah as an
umrah pilgrim



Interview with Mrs. Sri as an
umrah pilgrim



Interview with Mr. Suyanto
as an umrah pilgrim



Interview with Mrs. Sumarni
as an umrah pilgrim



Interview with Mr. Ahmad Muadz as an
umrah pilgrim



Interview with Mrs. Kiswanti
as an umrah pilgrim

CURRICULUM VITAE



Name : Anisa Ainisofa

Student's Number : 180106024

Place and Date of Birth : Jepara, April 22th 2000

Home Adress : Desa Margoyoso 06/01, Kecamatan. Kalinyamatan,
Kabupaten. Jepara

Phone : 085640282056

Email : anisaainisofa@gmail.com

Educational Background :

1. SD N 1 Margoyoso Jepara (2006-2012)
2. MTs NU Banat Kudus (2013-2015)
3. MAN 2 Kudus (2016-2018)
4. Walisongo State Islamic University Semarang (2018-Sekarang)

Campus Organizational Experience :

1. Pergerakan Mahasiswa Islam Indonesia (PMII) Rayon Dakwah
2. Himpunan Mahasiswa Jurusan (HMJ) Manajemen Haji dan Umrah